Conducting Training Needs Assessment (TNA) and Preparation of Strategic Training Plan (Volume-I)

February, 2014

Supported under

Capacity Building for Urban Development project (CBUD)

A Joint Partnership Program between

Ministry of Urban Development, Government of India

and

The World Bank

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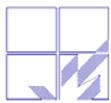
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ACKNOWLEDGEMENT

Conducting Training Needs Assessment and Preparation of Strategic Training Plan poses a challenging task. The consultants are required to visit 11 identified Urban Local Bodies (ULBs) to consult various stakeholders both appointed officials and elected representatives as well as parastatal agencies, existing training agencies and policy makers in the state to develop an understanding of their needs and expectations and to come out a with a viable TNA and Strategic Training Plan for ULBs . Every project is an outcome of the effort and contribution, explicit or otherwise, of many people and this Report is no different.

The Consultant Team of JPS would like to express our gratitude to MoUD and CBUD Team for their support in carrying out this consultancy assignment. In particular, we would like to make special mention of Mr. Anand Mohan, Director, MoUD for his valuable leadership and advice in shaping the Final Report. We would also like to acknowledge the efforts of the entire team of CBUD, namely Mr. N, Bhattacharjee, Team Leader CBUD Project as well as Mr. Dinesh Harode, Dr. Gangadhar Jha, Mr. Hitesh Vaidya, and Mr. Mehtab Alam for their timely support and guidance in successful completion of this project.

We acknowledge our appreciation to all the appointed officials and elected representatives of the ULBs covered for their vigorous and lively discussions and insights as well as comments and suggestions during our visits which helped in shaping the Final Strategic Training Plan.

We also wish to place on record our thanks to the officials of different organisations in urban sector of the country that willingly participated and provided inputs/feedback/comments during the National Level Workshop held on 22nd January, 2014 on the Draft Strategic Training Plan.

ABBREVIATION

BMC   Bharuch Municipal Council

BSUP   Basic Services for Urban poor

CAA   Constitution Amendment Act

CBUD   Capacity Building for Urban Development

CCP   Corporation of the City of Panaji

CEO   Chief Executive Officer

CNNP   Chhindwara Nagar Nigam Parishad

Dy.   Deputy

DNN   Dehradun Nagar Nigam

GMC   Gangtok Municipal Corporation

HDMC   Hubli Dharwad Municipal Corporation

JMC   Jabalpur Municipal Corporation

JnNURM   Jawaharlal Nehru National Urban Renewal Mission

NMC   Nagpur Municipal Corporation

PRO   Public Relation Officer

PWD   Public Works Department

RAY   Rajiv Awas Yojna

SMC   Siliguri Municipal Corporation

SMW   Solid Waste Management

SJSRY   Swarna Jyanati Shahri Rojgar Yojna

STEP   Skill Training Employment Programme

TMC   Thanesar Municipal Council

TNA   Training Need Assessment

ULBs   Urban Local Bodies

UMC   Udaipur Municipal Corporation

USEP   Urban Self Employment Programme

UWSEP   Urban Women Self Employment Programme

UWSEPRF   Urban Women Self Employment Programme Revolving Fund

UNCD   Urban Community Develoment Netwok

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1. Objectives of this Assignment

As per the Terms of Reference (ToR) the objective of this assignment is to:

- conduct formal training needs assessment **(TNA)** for making the learning events relevant to the actual needs of the ULB officials, both elected and appointed, and use the findings of TNA for the preparation of a strategic training plan;
- prepare strategic training plan containing subject areas of training; training modules, and target groups for each training; and work out a scheme of study visits and visits to the best practices in urban governance and management of service delivery in India and abroad.

2. Specific Tasks

Specific tasks required to be undertaken in order to meet the above mentioned objects were to conduct (TNA) of both elected & appointed officials of the urban local bodies in the four focussed areas of the Component – I of the CBUD Project, i. e. Financial & FM Reform; Framework for Urban Planning; Service Delivery; and Framework for Governance

3. Selection of the ULBs for the TNA

As per the ToR, (TNA) had to be conducted by taking a sample size of 11 ULBs out of 30 ULBs that are presently under the purview of Component – 1 of the Capacity Building for Urban Development Programme (CBUDP) as per the classification of the ULBs according to the size categories in terms of population as shown in the table below.

Sr.	Size Category of ULBs (Total Population of the City)	Number of sample	States Chosen for the Study	Cities Chosen as per the Selection Criterion
1	One million +	2	Maharashtra, MP	Nagpur , Jabalpur
	5 to 9.99 lakhs	4	Haryana, Karnataka, Uttranchal, West Bengal	Kurukshetra, Hubli, Dehradun, Siliguri
	1 to 4.99 lakhs	4	Rajasthan, Gujrat, MP, Goa	Udaipur, Bhaurach, Chindwara, Panaji
	Less than 1 lakh	1	Sikkim	Gangtok
	Total of sample Cities	11		

4. Inventory of ULB Departments for Conducting TNA

Since the objective of this assignment was to get across to the officers and the staff of the ULBs from all the departments it became mandatory for the consultants to identify the departments of ULBs before administering the questionnaire to ensure that all the

departments came under the purview of the survey. Identifying the departments helped them understand the responsibility of various departments with respect to those functions and the rationale behind this. The departments covered for the assessment are as follows:

(i) PWD; (ii) Water Works; (iii) Health; (iv) Street Lighting; (v) Fire Service; (vi) Revenue; (vii) Market/Tax; (viii) Building Permission; (ix) Colony Cell; (x) Accounts and Finance; (xi) Computers; (xii) Encroachment & License; (xiii) Administration and Establishment; (xiv) Horticulture & Gardens; (xv) Development; (xvi) Law; (xvii) Lease; (xviii) Public Relations ;(xix) Record Room; and (xx) Advertisement.

5.   Methodology of Training Needs Assessment

For identifying the required skills and competencies amongst the officers, staff and the local elected representatives, the consultants felt it essential to take into consideration the following factors:
(i) Importance of job position; (ii) Designation of the official; (iii) Job category; (iv) Main responsibilities and performance areas; (v) Geographical area of work; (vi) Academic and / or professional qualifications needed; (vii) Experience needed; (viii) Current job descriptions; (ix) Skills and competencies required as per the prescribed norms; (x) Changes in the job content over the years; (xi) Achievements with existing skills; (xii) Existing Skills gaps, if any, after changes in job content; (xiii) Strengths and weaknesses of each category of staff; and (xiv) Future demands for the job position because of changes that may occur over the years
Meeting with important stakeholders: Some of the important functionaries from various ULBs with whom the consultants had meetings are listed below:
Mayor/Deputy Mayor;   Councillors; Municipal Commissioners; Chief Executive Officer; Secretary; Director, Finance, Jabalpur ULB; Executive Engineer; Sr. Station Officer; Municipal Engineer; Health Officer; Assistant Engineer; Public Relations Officer; Nodal Officer; Accountant, etc;

5.1 Physical Administering of the Questionnaire

In order to have individual feedback on the training needs a specially designed questionnaire was developed, tested and used to elicit information from the sample respondents about their training needs. The questionnaire that served as the basic tool for assessment of training needs was approved by the PMU of the CBUD project. TNA survey provided the sample of the officers and the employees with an opportunity to indicate their need for training on paper rather than through an interaction with them in a group thereby saving them from an embarrassment to admit the gaps in their competencies publicly in a face-to-face meeting. This was done across various categories of employees within each ULB.

As per the ToR, the consultants, in order to assess the training needs of the employees, were to administer the questionnaire randomly to the officers and staff of the ULBs as per the availability of the officers and the staff when the consultants visited the concerned ULB. However, the PMU of the CBUD project had advised the consultants to subtly elicit the information regarding the training needs of the elected representatives by avoiding the administering of the questionnaire in order not to bruise their ego. Consultants during

their interactions with the elected representatives showed the respect and extended courtesies to the elected representatives of the ULBs and gathered the required information by meeting them in one on one meeting or in small groups, as the situation required.

Distribution and Collection of Questionnaire to Officers & Staff

In order to meet the requirements of this survey which was to ensure that a good number of officers and the staff from each ULB was covered for the assessment of training needs, the consultants had requested the nodal officer/ the coordinator of the ULB visited by them to organize as many officers and the staff at one place so that the questionnaire could be physically administered to all the participants at one place. Though, as per the information provided by some of the nodal officers of the ULBs, it was not possible to gather many officers and the staff at one place in view of the exigency of work, however, in some of the ULBs efforts were made to gather a good sample size for the survey. The following table gives a snapshot of the questionnaires distributed, administered and collected for the data analysis.

Sr	Name of the ULB	Questionnaires Distributed and Collected	The Functional Representatives (designation – wise) who filled up the Questionnaire	Officers	Staff
1.	Thanesar Municipal Council (TMC) Kurukshetra	10	JE, Municipal Engineer, Executive Engineer **(Engineering)**; Secretary Municipal Council (**Admin**); Accountant, Clerk **(Accounts)**	8	2
2.	Hubli Dharwad Municipal Corporation (HDMC)	29	Community Affairs Officer **(SJSRY)**; Zonal Assistant Commissioner, SE, EE, AE **(PWD)**; Accounts Superintendent, Accounts Officer, SDA, CAO **(Accounts & Finance)**;EE, AE, SDA (KUSIP); EE **(SWM)**; EE **(Establishment)**; Dy Director **(Town Planning)**;Special Officer **(PR)**	29	0
3.	Gangtok Municipal Corporation (GMC)	25	Commissioner, Dy Commissioner, Assistant Municipal Commission, Office Sptd,Supervisor, LDC, Computer Operator (**Admin**); AE, JE **(Engineering)**; Draughtsman **(Lease)**; Municipal Finance Officer, Accountant, Account Assistant **(Accounts)**; Sr. Inspector, Inspector, Assistant Sub Inspector, LDC **(License)**; Building Officer **(Building Permission)**; Community Organizer **(Development)**	10	15
4.	Dehradun Nagar Nigam (DNN)	27	AE, JE **(PWD)**; Accountant, LDC **(Accounts)**; Sanitary Inspector,	3	24

			Supervisor, Vaccinator **(Health)**; Assistant **(Establishment)**; Data Keeper **(Computers)**; Tax Inspector, Tax Superintendent, Senior Assistant, LDC, Data Entry Operator **(Market)**		
5.	Udaipur Municpal Corporation	13	JE **(Water Works)**;Inspector, LDC **(Revenue)**; Consultant RAY (**(Development)**; LDC (**Record Room)**; Assistant Nagar Planning, LDC **(Building Permission)**; Accountant, LDC **(Accounts)**; Health Inspector, LDC **(Health)**; Fireman **(Fire Service)**	5	8
6.	Bharauch Municipal Council	18	Accountant , Clerk, Audit I/C **(Accounts)**; Sr. Establishment Clerk **(Establishment)**; Clerk **(Tax)**; Shop Inspector **(Market)**; Building Inspector (**Colony Cell)**; Chief Sanitary Inspector, Malaria Inspector, Sub-Registrar – Births & Deaths **(Health)**; AE **(PWD)**; Mechanical Engineer, Electrical Engineer **(Water Works)**; I/C Fire Services **(Fire Services)**; Sptd **(Encroachment)**	13	5
7.	Siliguri Municipal Corporation (SMC)	17	Head Clerk (**Colony Cell)**; Secretary, PA to Commissioner **(Admin)**; Addl. Head Clerk **(Advertisement)**; e – Governance expert **(Govt Schemes)**; IT Coordinator (**Computers)**; UDC **(Gardens)**; Finance Officer, Accounts and Finance Coordinator **(Accounts & Finance)**; EE **(Street Lighting)**; Sanitary Inspector and Food Safety Officer **(Sanitation and PH)**; Law Asst **(Law)**; Sub Asst Engineer **(PWD)**	11	6
8.	Corporation of City of Panaji (CCP)	15	Dy. Commissioner, AO, UDC, LDC, Sub registrar Birth and Death **(Admin)**; OSD – JnNURM **(Govt. Schemes)**; Municipal Engineer **(Water Works)**; RO; Accountant, Head Clerk **(Accounts & Finance)**; JE (**Building Permission)**; Municipal Inspector **(Encroachment)**	11	4
9.	Municipal	27	Health Officer, Statistical Officer	27	0

	Corporation of Nagpur (NMC)		**(Health)**; Dy Director Audit, CA & FO, Asst Sptd **(Finance & Accounts)**; EE **(Electrical)**; Traffic Engineer **(Traffic)**; Commissioner, Dy Commissioner, Asst Commissioner, AE & Office I/C **(Admin)**; City Engineer, Development Engineer, EE **(PWD)**; Market Sptd **(Market)**; Addl Dy Commissioner, Social Welfare Officer, Dy Engineer – Project Cell, EO **(Development)**; EE **(Water Works)**; Fire & Emergency Chief Fire Officer **(Fire Services)**; Superintendent **(Gardens)**		
10.	Chhindwara Nagar Nigam Parishad (CNNP)	43	Accountant **(Accounts)**; Sub Engineer **(Advertisement)**; Health Officer **(Health)**; Office Superintendent **(Administration)**; Revenue inspector , Revenue Sub inspector, Asst Revenue Inspector (**Revenue)**; Draftsman **(Lease)**; Time Keeper (**PWD)**	16	27
11.	Jabalpur Municipal Corporation (JMC)	72	Dy. Commissioner, Assistants **(Revenue)**; Nodal Officer, Sub Engineer (**Govt. Schemes)**; Dy. Commissioner, EE, Assistant **(Admin)**; EE, (**Advertisement)**; EE, AE **(Colony Cell)**; EE, AE, Sub Engineer **(PWD)**; EE, Assistant **(Revenue)**; Assistant Project Mgr, GIS Experrt **(Development)**; Sub Engineer **(Water Works)**; Sub Engineer **(Light)**; Sub Engineer (**Building Engineer)**; MIS Expert **(Computers)**; Health Officer **(Health)**; Market Officer **(Market)**; Superintendent **(Record Room)**	32	40
12.	**Total**	**296**		**165**	**131**

5.2 Review of Original Job Descriptions (JDs)

Before undertaking any assessment for training needs of the elected and appointed officials and the staff of the ULBs an important aspect was to look into the job description of officers and the staff working at various positions in the ULBs as the job description provides a basis to understand the nature of job responsibilities entrusted to the officers and the staff at various positions and the skills required to perform the responsibilities entrusted to

them. It also helps in assessing if the officers and the staff possess the required skills to perform their functions effectively. This leads to assessing the competency gaps and hence the implication of the competency gaps for training. When the consultants looked for the job description for the jobs handled by the employees of the concerned ULB in the sample, they were disappointed to learn that no written job description existed in the ULBs, Jabalpur ULB being an exception where job description for each important jobs was prepared by the Ascent Leadership & Management Consultants Pvt. Limited, (ALMCPL) in 2010.

In the absence of written job descriptions the consultants had to cull the required information about job responsibilities from the elected and the appointed officials and the staff whom they met during their visit to the ULBs. This was especially done to comprehend the nature of jobs being performed by the officials and the staff, and assess the competencies required to perform those jobs. In order to validate their judgment about the assessment of the job descriptions and the competencies required for those jobs, the consultants counter checked the level of responsibility held by the official handling the same or similar job responsibility in another ULB and the competencies required to perform those job responsibilities. The conclusion of the consultants was that, with a little bit of variation depending upon the size of the ULB, the job description and the competencies required for the same or similar jobs was almost the same across the sample ULBs.

5.3 Data Analysis

Data gathered through administration of structured questionnaires and interactions with the elected and the appointed officials and the staff, and the observations captured by the consultants during their visits to the ULBs, were systematically tabulated, interpreted and analysed for each ULB, function – wise and designation – wise. Similarly, the data gathered with the help of the questionnaire was also systematically tabulated, interpreted and analysed for each ULB, function – wise and designation – wise. The most important issues which emerged regarding the urban reforms to be implemented by the ULBs in the next three years in the areas of urban planning, finance and financial management, e – governance and the service delivery and which have a bearing on the training needs of the employees, have been captured by the consultants and described in detail in the concerned chapters of this report.

The analysis of this information provided valuable leads for training requirements of the elected and appointed officials and the staff of ULBs. This information also helped the consultants make a snapshot comparison of what employees are currently achieving with the current competencies and how difficult it may become for them to meet the expected objectives of the ULBs if the competency level of the elected and appointed officials and the staff is not raised.

5.4 SWOT Analysis

Since the data captured and analysed by the consultants has been done separately for each ULB visited by them, the consultants during the survey found that there was a lot of variation in the working of each ULB; some performed very well but in most of the ULBs

visited by the consultants chaos was visible. Since the outcome of this report is to assess the aggregate training needs for the ULBs, the consultants thought it prudent to conduct an aggregate swot analysis of ULBs in order to have a holistic view of the strengths, weaknesses, opportunities and threats faced by the ULBs concerned. Accordingly, the consultants undertook the SWOT analysis of most important ULBs and combined all the swots to arrive at the aggregate SWOT analysis for all the eleven (11) sample ULBs visited and assessed by them. Details are given in **table – 3 of Chapter 3 of this report.**

6. **Training Needs Assessment**

The determination of training needs requires careful and continuing research throughout an organization for improving work competency together with the development of specific job

related skills. That has been the approach adopted by the consultants with regard to assessing the training needs of the ULBs.

In order to arrive at the training needs assessment it is imperative to assess the current situation in terms of job responsibilities given to the employees, their awareness about the organizational goals, the efforts made by the individual to develop, and the efforts made by the organization to develop and train the employees in order to build their job related and functional competencies which will help them achieve their functional goals and the organizational goals. It, therefore, becomes mandatory for the consultants to assess and analyse the current scenario in the organization in respect of job responsibilities, competencies built, and future job challenges in order to arrive at the competency gaps, if any. How the consultants have gone about this analysis has been described in the following paragraphs.

6.1 **Competency Analysis of the Elected Representatives**

In order to arrive at the training needs of the elected representatives it was important for the consultants to understand the role and responsibilities of the elected representatives as enunciated in the statute especially in the form of functioning of the Committees of which they happen to be the members. As per the statute of each state, the council/parisahd has to work through Committees, however, the number of Committees may depend upon the extent of the responsibilities of the corporation/ parishad. The consultants took note of the fact that the Council of each ULB operates through the Committees; each Standing Committee generally consisting of seven councillors, depending upon the number of councillors/ parishads. Generally, the members of the council unanimously elect one of its members as the Chairperson of each Committee.

During their interactions with the members of these Committees the consultants very subtly discussed the role and responsibilities of the office bearers of the above Committees with a view to assess if the members were aware of their role and responsibilities. Upon further questioning the consultants elicited the information as to what it takes to shoulder those responsibilities in terms of knowledge and skills. Attitudes of the elected representatives could easily be assessed by their response and body language. Since this data was captured across the ULBs the consultants were able to

capture the information on the competencies that was common across the ULBs. The consultants filtered this information, wherever required, cross checked this information with some very senior officials of the ULBs with considerable experience in municipal function as a sounding board, and assessed the training needs of the elected representatives.

6.2 Functional Competency Analysis

For any training needs assessment to be accurate it is important to conduct functional competency analysis because the job responsibilities given to individuals flow from the total functional responsibility of the department. Generally functional responsibilities are captured in the form of a manual but ULBs neither have written job descriptions nor any functional manual. The consultants identified the common departments within the ULBs and analysed their objectives and broad functional responsibilities. In totality 20 such departments were identified along with their objectives and functional responsibilities. With the help of thus captured data, using their own consulting experience in the field of urban sector, research done and the interactions with the elected and appointed officials of the ULBs, the consultants identified broad responsibilities for each function; clubbed the common responsibilities together and tabulated those responsibilities function - wise. Details of those functions have been captured in **annexure – I** of this report.

Subsequently, the consultants undertook the task of analysing the competencies of important job positions in each department. To select those important jobs the same or similar jobs in each department across the ULBs were identified and their broad job responsibilities captured. In order to arrive at the competency requirements of specific positions the consultants took into consideration the following aspects which have an impact on enhancing and/or impacting the competency level of the individual handling that job:

(i) the functional responsibilities of the department; (ii) the level of competencies of the ULB and the respective function; (iii) training program/workshops/seminars attended by the employee; (iv) computer proficiency; (v) areas of Interest of the employees; (vi) current performance level; (vii) inadequacies in work performance; and (viii) expected level of performance especially in line with the urban reforms

Seventy one (71) such jobs/designations have been identified and analysed for competencies. Designation wise job descriptions and the competencies required for executing job responsibilities have been captured in detail in **annexure II** of this report.

7. Competency Gaps

Before attempting training needs assessment it is important to assess the competencies required for the accomplishment of the job assigned to a person and, then, assess the competencies the person handling that job possesses, so that competency gap, if any, can be identified before attempting to narrow the competency gap by imparting any training. Competency has three components viz. (i) knowledge about the job to be executed, (ii) appropriate skills to execute the job and, on top of that, (iii) the right attitude to execute the job. In the absence of any of the components the person responsible for executing the job will face difficulty in accomplishing the job as per the desired outcome. In order, therefore, to

arrive at the actual competency gaps the consultants analysed the captured data to assess the gaps of each important position in the area of job knowledge, skills, and attitudes required to execute the jobs as per the job responsibilities and the competencies required for each job as described in annexure I of this report. This task was accomplished by analysing the data collected with the help of the tools like the questionnaire, interviews with the senior officials and the elected representatives, observations and by using the consulting experience of the consultants in the urban sector. Separate tools were used to identify the competency gaps for the elected members and the senior officers and the staff of the ULBs as the methodology for capturing the data was different as explained in detail in Chapter 3.

Department – wise and designation - wise competency gaps have been analysed and captured in detail in **annexure – III** of this report. Department – wise and designation - wise competency gaps for the employees have further been analysed in detail using the KSA model (knowledge, skills, attitude) as described in **annexure – IV** of this report . This scientific analysis of the competency gaps will help in identifying the relevant training intervention required in order to ensure capacity building in the ULBs by narrowing the accurate skill gaps over a period of time.

Strategic Training Plan

Training needs emerging from this assessment have been captured by the consultants in the tabular form and described in detail in the **Chapter 5** of this report under the strategic training plan.

8. **Phasing of Training**

Looking at the competency gaps and the training needs assessed, and keeping into consideration the employee base of all the ULBs which is very huge, the consultants are of the opinion that it is going to be a mammoth task for the MoUD and/or the unit ULBs to undertake all the training needs in one go. The consultants are recommending implementation of training to be phased out over a period of three years and prioritized and implemented in three phases on the basis of priority as described:

- **T**raining which cannot wait should be completed in the next 12 months - **Phase I**
  This type of training generally pertains to the gaps in the functional knowledge, and the basic computer skills
- Training that can wait for some time, to be completed in the next 12 – 24 months - **Phase II**
  This type of training generally pertains to the remaining gaps in the functional knowledge and in the soft skills
- The remaining training to be completed in the following 25 – 36 months - **Phase III**
  This type of training generally pertains to covering up the remaining competency gaps

Keeping all the above facts into consideration, the consultants have described in detail the training programmes, training modules, the target group and the duration of training in the **Chapter - 6,** separately for the elected and appointed functionaries working at different levels of the ULBs based on the prioritization of training needs of the officers, staff and the elected representatives of the ULBs.

9. **Good Practices Initiatives**

Some ULBs, as observed by the consultants during their visit to the ULBs for the completion of this assignment, have established some good practices in some municipal functions in spite of the shortcomings. These good practices have been identified by the consultants in the **Chapter - 7** of this report. As there is no system of sharing these good practices across the ULBs, the consultants are of very strong opinion that the implementation programme of training should include visits by the elected representatives and the officials of the ULBs where such good practices are lacking to the identified ULBs, for observing good practices which, the consultants feel, should help the elected and the appointed officials of the ULBs implement those good practices in their own ULBs. If these good practices are replicated in other ULBs, competency of such ULB will improve in those areas. Similarly, the consultants have identified some good practices internationally and included in the **Chapter – 7.**

10. **Monitoring and Review of the Implementation Prgoramme**

A large scale capacity building program along the lines envisaged by the MoUD can succeed only if there is adequate and dedicated leadership for overseeing various aspects related to training implementation programme, evaluating it on regular basis, augmenting supply side capacity, if required, during the process of implementation, strengthening linkages between institutions chosen for imparting training and the ULBs, conducting impact evaluation of capacity building programmes, initiating mid-course corrections, etc. Capacity Building efforts need to be mandatorily monitored. If the objective of monitoring process has to be achieved the first step should be to enunciate a Training Framework which should have the following elements built in it:

Training Policy
It should contain a policy statement like " Training would be imparted to all the categories of elected and appointed officials and staff of the ULBs in the following areas:"
a) induction training at the time of entry into service; b) in service training at the time of each promotion or at least once in 5 years; c) training after promotion; d) employees / officers attending training as per career span specific plan will only be eligible for promotion; and e) officers (elected and appointed) will be exposed to major development issues or new techniques through short duration courses, seminars, workshops and study visits, as per the needs.

Training Review Committee
The training review Committee with the Chairman should be constituted at the Apex level of the MoUD which should meet at least once every quarter and monitor and review the progress of training. Similarly, at the ULB level similar review Committee should be constituted with defined responsibilities.

Training Manager
In order to review & ensure monitoring of training plan, a designated officer at the MoUD level should be designated as Training Manager. However, before designating such an officer it should be ensured that he/she has undergone Trainer the Trainers (TTT) programme.

Similarly, at the ULB level Training Manager should be designated.

Training Plan

The training plan is nothing but target setting. Unless there is a plan to enhance capacity building of key stakeholders including the elected representatives of the ULBs what will be monitored? Therefore the training plan should include the extensive training programmes for the number of functionaries of the ULBs to be addressed through the training policy.

The training plan should be such that all the field staff is ensured refresher training after 3 years of service. Training programmes should be sufficient for a long period to ensure effectiveness and impact. Attending short-term training programmes specific/planned for a post must be made mandatory.

Training Resource Institutions

Training institutions which can conduct training as per the desired outcome of training should be empanelled so that no crucial time is wasted in identifying those agencies. These training institutions need to be evaluated on regular basis to ensure that only the best suited institutions are on the panel.

11. Evaluation of Training

As we know training involves a lot of planning, resources and efforts which become the training inputs. In order to know that these efforts have borne fruit there has to be a mechanism for evaluating the transfer of learning . That mechanism is the process of evaluating training. Hence, all training programmes conducted by any institution needs to be evaluated. Training can be evaluated formally and/or informally. The consultants are of the opinion that training should be evaluated formally.

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CHAPTER – 1: INTRODUCTION

1.1 Rationale for Training

For any organization to sustain itself and meet its objectives, it is imperative that it keeps pace with the changing environment and incorporates the required changes in the organization, so that it does not become an obsolete organization and dies its own death. This becomes all the more important if the functionality of the organization is as critical as any urban local body where the service delivery is of prime importance. Therefore, training becomes one of management's most important strategies for achieving organizational goals. When used to produce or upgrade organizational skills which include domain knowledge, employee skills and the attitudes needed to overcome gaps in performance, training can bring back savings to an organization that are many times more valuable than the cost of the training itself. To be effective, training decisions must be based on a consistent flow of reliable information about the quality of performance in various parts of an organization. Providing management with information of this kind is the reason why organizations undertake the assessment of training needs.

Training, to be effective, must be accompanied by the careful and continuous assessment of human performance throughout an organization. Systematic assessments show what performance problems exist, which can be remedied by training, and which must be resolved in some other way. Without them, training will never be taken seriously by management as crucial to the attainment of organizational purposes.

1.2 Emerging Developments that have Enchanced the Need for Training

In recent years, governments and bilateral and multilateral agencies have become aware of the need for well-targeted and appropriate training. The urban local bodies are no exception. Governments and local authorities now realize the importance of properly managing their physical assets and financial resources. As the urban local bodies (ULBs) grow, policies and procedures must keep pace with rising demands for infrastructure and services. However, manpower policies based on formal education are no longer adequate, and something more is needed. Today, there is growing recognition of training's true potential not merely as job preparation but rather as a powerful development tool capable of returning benefits to an organization that far exceed the cost of the training.

Urban India is growing and in the times to come, it is likely to grow faster. India's urban population which was 285 million as per census 2001 has provisionally been enumerated at 377 million as per census 2011. *The number of towns has increased from 5161 to 7935. The number of urban local bodies which was 3700 in 2001 rose is to 4041 in 2011 and will keep on increasing with the urban expansion. The total number of elected representatives in the urban local bodies as on date is around 70,000. The municipal bodies in India are faced with the problem of poor finances. The revenue generated by the ULBs across the country accounts for only 0.5 % of GDP and this varies from a measly Rs. 38 in Orissa to Rs. 2600 per capita in Maharashtra. The low percentage of revenue and expenditure in ULBs is hurting the competitiveness of cities and consequently national economic growth.

* Source: The Planning Commission Working Group (WG) report on Capacity Building for the 12th Five Year Plan (2012-2017) under the Chairmanship of Dr. M. Ramachandran, Ex – Secretary (UD)

Urban local bodies/municipalities play an important role in the planning and development of urban areas. The municipalities in India are confronted with a number of problems, such as inefficiency in the conduct of business, ineffective participation by the weaker sections of the population in local governance, weak financial condition, lack of transparency in the planning and implementation of projects, etc., which affect their performance adversely. Elected representatives of ULBs have to play a major role in ensuring proper service delivery to citizens.

Performing the responsibilities of an elected representative needs considerable expertise and knowledge. Therefore, they require systematic training which would enable them to discharge their duties and responsibilities effectively without losing time.

Most urban local body organizations do not possess adequate resources for the growing service demands placed upon them. To most of these organizations it is clear that expenditures for training are necessary to maintain adequate levels of employee performance. Rather than develop internal training capabilities, however, these organizations have followed the practice of relying on outside training institutions to advise them regarding appropriate training for their employees.

Many states and cities have been unable to leverage funds or implement reforms, mainly because of a lack of local capacity and technical expertise (e.g. The ability to prepare detailed project reports and making changes to the property tax regime)". The High Powered Expert Committee (HPEC) Report on the Urban Infrastructure and Services (2011) has also expressed serious concern over lack of the capacity in Urban Local Bodies.

The significance of capacity building in the urban sector is exemplified in the observation contained in the Report on the Mid-term Appraisal of the Eleventh Five Year Plan (2010) which points out that *"so far central assistance has been directed towards the hard infrastructure while improvements in the soft infrastructure have been stated as conditions for the cities and states to fulfil mostly on their own. Much more emphasis should now be on proactive assistance to cities and states to build their soft infrastructure".* The report identifies governance, financing, planning, professionalization of service delivery and accelerating the development of local capacity and knowledge as key buildings blocks to strengthen the urban sector reforms process and improve capacities for management and local governance. Building personnel as well as institutional capacities is imperative to the successful management of the complexities of urban development.

The ongoing capacity building interventions have been wide ranging and comprehensive in terms of the components addressed and in a major part have focused on provision of technical assistance, training and knowledge support to enable implementation of programmes and related components. However, the absorptive capacity of the ULBs were limited and beset with inherent demand side constraints.The experience highlights a significant issue i.e. the inability of states and cities to implement capacity building programmes at a scale and pace that will make a significant difference to the way in which our cities are governed and large scale programmes are implemented as a result of which the cities are not in a position to bring about a quantum shift in the delivery of services. JNNURM, launched as a Mission mode project to build the infrastructure deficit in the 65 larger cities and other small and medium towns; took a holistic view of capacity development but the absence of the right eco-system and the deficiencies on the supply side have led to sub-optimal achievement of intended objective.

The 74th constitutional amendment act (CAA) envisaged creation of vibrant urban local bodies which would be empowered with funds, functions and functionaries. The intent of the 74th CAA can be realized only through the implementation of various governance, institutional, financial and administrative reforms which will pave the way for enhancing service delivery and effective local governance. The reforms can be categorized as Governance and Institutional, Process, Fiscal and Citizen centric reforms.

Some of the reforms which were prioritised in the Jawaharlal Nehru National Urban Renewal Mission (JNNURM) were as follows:

Governance and Institutional Reforms - Constitution of District Planning Committee and Metropolitan Planning Committee, Transfer of 12th schedule functions**,** encouraging PublicPrivate Partnership, Introduction of computerized process of registration of land and property, Repeal of Urban Land Ceiling Regulation Act.

Process Reforms - Byelaws on Reuse of Recycled Water, 100% cost recovery (Solid waste), 100% cost recovery (Water Supply), Administrative Reforms, E- Governance set-up, Earmarking 25% developed land in all housing projects for EWS/LIG, Introduction of Property Title Certification System, Property Tax (90% Collection efficiency), Reform in Rent Control, Revision of Building Bye laws - Mandatory Rainwater Harvesting in all buildings, Revision of Building Bye laws - streamlining the Approval Process, Simplification of Legal and Procedural framework for conversion of agricultural land for non-agricultural purpose and Structural Reforms.

Fiscal Reforms - Internal Earmarking of Funds for Services to Urban Poor, Property Tax (85% Coverage), Implementation of Accrual based Double Entry Accounting and Stamp duty rationalization to 5%.

Citizen Centric Reforms - Community Participation Law and Public Disclosure Law

While reforms serve the purpose of institution building, project implementation is equally important, especially given the fact that service levels are extremely low in the country. It is also necessary for local governments to be able to respond to emerging challenges in areas such as disaster management and climate change.

1.3 Supply V/s Demand Driven Training

The requirements for capacity building in terms of Demand – Supply gap is high not only on account of the number of people to be trained but also in terms of the competencies of the personnel required if the intended governance and service delivery standards are to be achieved. The major constraint in the area of capacity building is the lack of explicit demand for capacity building. Capacity building has been so far accorded very low priority and is largely limited to administrative training. Demand is limited, sporadic and event based with no evidence of systematic planning, resource allocation or execution of skill enhancement programmes. An organizational development strategy at the State and ULB level is lacking. This is exemplified by the absence of formal structures, comprehensive cadre and cadre rules, staffing norms, procedures, job descriptions, pay scales and introduction of new technologies. Shared norms and values amongst staff, commitment to vision and mission, management styles and budgetary support are also low. Communication channels with the private sector and civil society are not very effective. Issues such as autonomy to plan and govern cities, professional skills (technical and managerial) needed for city management, skill development of cutting edge staff, capacity building of elected representatives have been paid scant attention.

Lack of **credible supply side** institutions is also a critical issue. In the current context of rapid urbanisation, the challenges in urban management require not only specialised knowledge but also experiential learning to tackle the challenges faced by urban managers in managing the city. The lack of supply side capacity is particularly acute in certain regions and in certain areas of specialization. At the state or city level, very few institutions are capable of meeting the capacity building needs of the urban local bodies on all the aspects. There is an absence of the following:

> ➢ quality resource material;
> ➢ trainers who can impart cutting edge technical skills required for the technical manpower for the needs of the ULBs to equip them on reform and project implementation; and
> ➢ data on capacity requirement for achieving service delivery standards

Also, the institutions offering training and assessment services for organizations vary in capability. Unfortunately, many of these institutions are not able to vary their programme content to meet the changing needs of the ULBs. On occasion, these institutions are charged by the organizations they serve with lacking real-world perspective and offering programmes that are without sufficient job relevance for the needs of specialized personnel. The institutions at the

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state level are mainly Administrative Training Institutes, whose focus is on general administration rather than on urban management. Training is primarily classroom based and not suitable to the requirements of urban managers who need special attention to hone their skills based on best practices and the latest technological advancements.

1.4   Impact of Information, Communication, Technology on the ULBs

As the information, communication, technology (ICT) sector is making galloping progress in every field at a rapid pace, its impact on working of any organization cannot be ignored. Urban local body cannot be any exception. Therefore, the ULBs will have to keep pace with the rapidity of the ICT sector, otherwise its service delivery may continue to be ineffective. The elected representatives of the ULBs, senior employees and the staff will need to be trained on the application of information technology to automate and speed up cyclic and repetitive processes, storage of legacy information for record and retrieval, availing the power of location based technologies in identification of assets and properties under the geographical coverage of ULBs and tracking the infrastructure service delivery assets, their performance and for seamless flow of information within and outside the organization. Effective customer relationship management requires the power of optimal use of computers and software.

1.5   Learning Organisation

Constant learning has become an essential factor for every successful organisation. If the ULBs want to be effective they will have to create a learning environment in their organization. Learning can be achieved by an individual or encouraged by the organization. The moment an individual gets employed by an organization or gets elected to a representative body, his/her desire for learning, generally, ceases. Therefore, the organization will have to take the onus of training the appointed officials and/or the employees in order not to be left behind in the race for development.

Some methods of Training at Work are briefly described below:

Induction training

Induction training is important as it enables a new recruit to become productive as quickly as possible. It can avoid costly mistakes by recruits not knowing the procedures or techniques of their new jobs. The length of induction training will vary from job to job and will depend on the complexity of the job, the size of the business and the level or position of the job within the business.
The following areas may be included in induction training:

- Learning about the duties of the job
- Meeting new colleagues
- Seeing the layout of the premises
- Learning the values and aims of the business
- Learning about the internal workings and policies of the business

On-the-job training

With on the job training, employees receive training whilst remaining in the workplace. The main methods of one-the-job training include:
- Demonstration / instruction- showing the trainee how to do the job
- Coaching- a more intensive method of training that involves a close working relationship between an experienced employee and the trainee
- Job rotation- where the trainee is given several jobs in succession, to gain experience of a wide range of activities (e.g. a graduate engineer/ management trainee might spend periods in several different departments)
- Projects- employees join a project team - which gives them exposure to other parts of the business and allows them to take part in new activities.
- Most successful project teams are "multi-disciplinary"

Off-the-job training
This occurs when employees are taken away from their place of work to be trained.
Common methods of off-the-job training include:
- Day release (employee takes time off work to attend a local college or training centre)
- Distance learning / evening classes
- Block release courses - which may involve several weeks at a local college
- Sandwich courses - where the employee spends a longer period of time at college (e.g. six months) before returning to work
- Sponsored courses in higher education
- Self-study, computer-based training

Study Visits
Learning curve can be reduced by visiting institutions/places where good practices have already been well established.

Refresher Training
Learning through training does not become permanent easily unless reinforced from time to time. Therefore, there is always need for repeating the training previously given to the employee till the time learning becomes permanent in him/her. This type of training is called the refresher training.

Training Link to Motivation
An important part of managing people is to let them know how they are performing. Various methods of performance appraisal can be used and an important output from this process should be an assessment of an employee's training needs. Training programmes should be focused on meeting those needs.
Assuming training is effective, then:
- Employees feel more loyal to the business
- Shows that business is taking an interest in its workers
- Employees should benefit from better promotion opportunities
- Employees to achieve more at work – and perhaps gaining financially from this (depending on the remuneration structure)

1.6   Broad Contents of the Report

While preparing this report all that has been said in the above paragraphs has been taken into consideration. Broad contents of this report are based on the training needs assessment of the elected representatives, senior officials and the staff of 11 ULBs chosen for this study; feedback and comments received on the Draft Report from the senior officials of the Ministry of Urban Development (MoUD); and the comments and the feedback received during the consultative workshop held in Delhi on January 22, 2014. After having incorporated the feedback and the comments the Strategic Training Plan has been worked out. Details of the workshop proceedings form part of this report and are included as **annexure – v** to this report.

This report has been prepared in two parts. Volume 1 of the report represents the consolidated training needs assessment of the elected and appointed officials and the staff of all the ULBs registered under component – 1 of the CBUD Project, whereas, volume 2 of the report deals with the training needs assessment of the elected and appointed officials and the staff of 11 ULBs visited by the consultants based on the agreed sampling plan.

1.7   Conclusion
Based on an analysis of the experience of implementing various reforms as well as infrastructure programmes like Jn-NURM, UIDSMT, IHSDP, RAY, etc; some of the key areas where capacity gaps have been identified include Urban Management and Administration, Financial Management including land and its monetization, Accounting & Revenue Mobilisation, Service Level Benchmarking, Development and Implementation of PPP Projects, Information Technology, Performance Management, Urban Planning, Architecture, Transport Planning & Heritage Conservation, Socio-Economic Development, Public Health Engineering, Operation and Maintenance, Project Implementation & Monitoring, Contract Management.

CHAPTER – 2: OBJECTIVES, APPROACH AND METHODOLOGY FOR TNA

2.1 Objectives of this Assignment

As per the Terms of Reference (ToR) the objective of this assignment is to:

- Conduct formal training needs assessment (TNA) for making the learning events relevant to the actual needs of the ULB officials, both elected and appointed, and use the findings of TNA for the preparation of a Strategic Training Plan;
- Prepare stratgic training plan containing subject areas of training; training modules, and target groups for each training; and
- Work out a scheme of study visits and visits to the best practices in urban governance and management of service delivery in India and abroad.

2.2 Specific Tasks

Specific tasks required to be undertaken in order to meet the above mentioned objects were: Conducting Training Needs Assessment (TNA) of both elected & appointed officials of the urban local bodies in the four focussed areas of the Component – I of the CBUD Project as detailed below:

Financial & FM Reform: The project would support ULBs in the key areas of improving budgetting & planning, expenditure management, procurement planning & execution, revenue mobilization (including property tax, development charges & user charges), asset/liability management, accrual accounting, internal controls, auditing, FM information systems, procurement, capacity enhancement of municipal accountants & IT standardization. Implementation & operational planning, including developing strategies for project execution & monitoring and review, including effective quality control procedures will also be supported.

Framework for Urban Planning: The project would support ULB reforms to the urban planning process & land management, including pro-poor planning approaches.

Service Delivery: The project would support institutional design in ULBs for service delivery, tariff & subsidy design, the functioning framework (including access to capital markets, public private partnerships, & carbon finance), service delivery for the poor, strengthening project planning, implementation, performance planning & benchmarking, and efficient management of social impacts.

Framework for Governance: The project would seek to improve the quality of the interactions between local officials and citizens through support for citizen awareness & participation (e.g. citizen scorecards, stakeholder forums) and skills development for elected officials. In addition, to improve transparency, public consultations, citizens forums and measures such as disclosure of finalized audited financial statement would be supported.

2.3 Consultants' Approach to the Study

The approach of consultants for the completion of this assignment, among other things, was driven by the following:

2.3.1 Study of the Urban Development Sector

In order to get updated on the recent developments of urban sector the consultants collected the available material from various sources including the concerned ULBs visited by them and also downloaded the material from the relative websites and thoroughly studied that material to understand the perspective of the urban development process and its impact on this study. The study of that material helped the consultants reach the conslusion that the Department of Urban Development basically is policy making and implementing body providing advice to the urban local bodies framework for civic/basic amenities, slum improvement, urban poverty alleviation, facilities of parks, gardens and play grounds and public amenities including street lighting, parking lots and

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bus stops, etc.

2.3.2 Understanding Functions of the ULBs

In order to arrive at the important functions of the ULBs, the consultants went through 74th amendment of the Constitution of India especially the Twelfth Schedule containing altogether a new Schedule of 18 functions that are supposed to be performed by the urban local bodies. Accordingly, the functions of the urban local bodies (ULBs) have been redefined as follows:

- Urban planning including town planning;
- Regulation of land-use and construction of buildings;
- Planning for economic & social development;
- Construction and maintenance of roads and bridges;
- Water supply for domestic, industrial and commercial purposes;
- Public health, sanitation, conservancy and solid waste management;
- Fire services;
- Urban forestry, protection of the environment and promotion of ecological aspects;
- Safeguarding the interests of weaker sections of society including the handicapped and mentally retarded;
- Slum improvement and up-gradation;
- Urban poverty alleviation;
- Provisions of urban amenities and facilities such as parks, gardens and playgrounds;
- Promotion of cultural, educational and aesthetics aspects;
- Provide burials and burial grounds, cremation grounds and electric crematoriums;
- Provide and maintain cattle ponds and prevent cruelty to animals;
- Vital statics including registration of births and deaths;
- Public amenities including street lighting, parking lots, bus stops and pubic conveniences;
- Regulation of slaughter houses and tanneries; etc**.**

The Twelfth Schedule containing the above mentioned functions thus constitutes a framework of municipal functional domain for conducting the TNA.

2.4   Consultants' Strategy to the Study

The strategy of consultants was driven by the following:

Stakeholder-driven

The consultants drew their mandate and legitimacy from the expressed collective will of the top officials of the MoUD and the representative ULBs including the Mayors/ Commissioners/ EOs and other senior officials who participated in this study assignment. The approach to TNA is therefore informed by a process of consultation with the stakeholders.

Process Driven

The consultants ensured that participatory approach was adopted by them as a continuous process so that stakeholder consultations could be held at each stage of this assignment.

Demand Driven

Each of the major stakeholder groups/divisions was provided with adequate opportunities to identify their concerns, outline their perspectives, and clear doubts, if any, regarding the intent and purpose of the survey, so that solutions/suggestions evolved through fully participatory consultative processes.

Flexible

As a matter of precaution, the consultants endeavoured to make the consultative process flexible and resilient so that the process could be adjusted and adapted with ease. Keeping that at the back of the mind, they made it a point to meet the elected and the appointed officials as per their convenient time and place.

Holistic Participation and Building Consensus

The participatory processes were directed at fostering a common understanding on issues and for building consensus. The focus of consultants was on finding common ground among different stakeholders, and on gaining knowledge, expertise, and resources from different sources, so that the intent and purpose of the study was achieved mutually.

The consultants conducted participatory workshop, small group meetings and individual meetings with most of the stakeholders (the elected and appointed officials, and the staff) and before each such meeting gave a brief to them about the intent and purpose, and the scope of the TNA.

Some of the important functionaries from various ULBs with whom the consultants had meetings are listed below:

- The Mayor
- The Deputy Mayor
- The Councillors
- Municipal Commissioner
- Additional Municipal Commissioner
- The Deputy Municipal Commissioner
- The Chief Executive Officer
- The Secretary
- The Director, Finance, Jabalpur ULB
- The Executive Engineer
- Sr. Station Officer
- Municipal Engineer
- The Health Officer
- The Assistant Engineer
- Public Relations Officer
- Nodal Officer
- Accountant
- Others

2.5 Methodology of Training Needs Assessment

For identifying the required skills and competencies amongst the officers, staff and the local elected representatives, the consultants felt it essential to take into consideration the following factors:

- Importance of job position
- Designation of the official
- Job category
- Main responsibilities and performance areas
- Geographical area of work
- Academic and / or professional qualifications needed
- Experience needed
- Current job descriptions
- Skills and competencies required as per the prescribed norms
- Changes in the job content over the years
- Achievements with existing skills
- Existing Skills gaps, if any, after changes in job content
- Strengths and weaknesses of each category of staff
- Future demands for the job position because of changes that may occur over the years

In any scheme of TNA, it is job description that provides the most important basis for assessing the training needs. Job description indicates the basic skills and competencies required effective performance of the job. Unfortunately, the ULBs forming the sample did not follow the practice of having job description for officers and staff working at various levels in the ULB organization.

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Therefore, the nature of job performed by them was taken as a proxy for job description. The nature of job entrusted to the officers and the staff was analysed to throw some light on the competency requirement for effective performance of the entrusted jobs.

There are several techniques that can be utilized individually or in combination with each other to assess training needs of any organization, like interaction with management, interaction with employees, surveys, observations, and review of organizational objectives & strategies. Since the scope of work for this assignment was very vast the consultants opted for all the combinations. We briefly describe each combination below.

2.6   Review of Organizational Strategies and Objectives

The Ministry of Urban Development (MoUD) plays an important role in providing policy guidelines to the ULBs and, therefore, understanding the role played by the MoUD became necessary. While interacting with the concerned officials of the Ministry, we got an insight about the Ministry's expectations from the ULBs. Hence, while selecting the ULBs to be visited, it was ensured that, in addition to the other information, the information about the following functions was necessarily obtained during the survey conducted by the consultants:

- Framework for Urban Planning
- Financial and Financial Management Reforms
- Service Delivery
- Framework for Governance
- RAY (Rajiv Gandhi Awas Yojna)

Some critical factors affecting the functioning of units and having correlation with the outcome of our study have been critically reviewed. List of such factors is as follows:

- Organizational structure of the ULB
- Geographical areas covered by the ULB
- No of units functioning directly under a ULB's administrative control
- Core and other functions and responsibility of the ULBs
- Job descriptions
- Responsibilities and accountability of the employees
- Training Policy, if any
- Budget allocation, if any, for training
- Training imparted till the start of this study
- Imapct of that training as perceived by the participants

The functional review of a department included the role and responsibilities of the concerned position in the unit broadly covering the following broad functions, whichever was functionally relevant:

- Technical/ Administrative function
- Contract management function
- Human resource management function
- General management function
- Public handling function
- E – governance
- Extent of exposure to Information Technology (IT)
- Environmental awareness
- Urban planning
- Accounting system
- Involvement with urban poverty alleviation programme
- Solid waste management

While the above broad functions of the ULB as above were the main focus of the functional

reviews, however, the following aspects were also covered in the review:

- Functional and inter-functional relationships
- Administrative reporting of officials and working relationship
- Issues raised by the officials and the staff regarding difficulties and hardships encountered by them in their day – to – day functions
- Responsibilities and delegation of technical, administrative and financial powers
- Superior subordinate relationship
- Span of control at every level and its impact on the working of the officer and the subordinates
- Introduction of any new technology in any of the technical, administrative or accounting functions and its impact, if any, on this study
- The quantum of work being handled by officials and changes, if any, needed to bring about effectiveness and/or reduce stress
- Facilitating and hindering factors in job performance
- Preparedness for the implementation of urban reforms consequent to 74th CAA
- The role the elected representatives play in helping the ULB implement the reforms

Initial discussion with the officials of the concerned ULBs indicated that the major focus of senior officials of the ULBs has been on municipal administration issues and institutional mechanism for improved efficiency and effectiveness, rather than addressing engineering, social and financial issues.

2.7 Interactions with the Officers, Staff and the Elected Representatives

Our several meetings with the top brass of the ULBs from time to time helped us understand, to a large extent, the concerned ULB's organizational objectives and achievements in the past and where it was headed for the future. This information revealed valuable leads for training requirements of the employees. This information also helped us make a snapshot comparison of what the employees are currently doing and achieving and what is expected of them.

Also, during the course of meetings with the officers and the staff of the ULBs, the officers pointed out to the consultants that the ULBs do not have an appropriate mechanism to evaluate professional and technical staff for their skills and competencies. The consultants,upon further discussions, got indications and cues from the officers and the staff on the motivational aspects or the lack of those vis – a – viz the acceptance of roles and responsibilities they are expected to perform in their current job positions, and the impact of these motivational aspects on the dedication and commitment of the officers and the staff of the ULBs. The data collected on this assumed critical importance for the assessment of the training needs of the officers and the staff of the concerned ULB.

As the top management and the elected representatives of the ULB are involved with urban planning and execution; project implementation; administrative decisions; and capacity building of the organization, and since they can envision what will be required in terms of skills and competencies of the human resource in their organization in future for executing their roles, they communicated to the consultants their assessment of the competencies of the employees in their current jobs and what skills and competencies are needed to get them to the next level for meeting the job challenges in view of the 74th Constitutional Amendment Act (CAA).

The interactions of the consultants with the administrators and the elected representatives of the ULBs were across the board from the level of immediate boss to the level of the Commissioner and the Mayor/ Chief Executive Officer in order to get different perspectives on various issues which helped the consultants frame the strategic training plan for the ULBs.

The study of all the above aspects provided inputs on the functioning of ULBs. It also gave the consultants an opportunity to look into specific requirements of ULBs in terms of training and development needs of the employees and/or the elected representatives of that ULBs. It also helped the consultants find out how these specific needs are currently addressed by the ULBs,

and if there was a need for such requirements to be taken into consideration while recommending the strategic training plan for the ULBs.

2.8   Selection of the ULBs for TNA

As per the ToR, training needs assessment (TNA) had to be conducted by taking a sample size of 11 ULBs out of 30 ULBs that are presently under the purview of Component – 1 of the Capacity Building for Urban Development Programme (CBUDP) as per the classification of the ULBs according to the size categories in terms of population as shown in the table – 1below.

Table 1: Size Category of ULBs (Total Population of the City)

Sr.	Table – 1: Size Category of ULBs (Total Population of the City)	Number of samples
1	One million +	2 (Preferably Nagpur & Jabalpur)
2	5 to 9.99 lakhs	4
3	1 to 4.99 lakhs	4
4	Less than 1 lakh	1
5	Total of sample Cities	11

Based on the above criterion the consultants selected the following cities for the assessment of training needs in consultation with the PMU of the CBUD Project.

Sr. No	Population Size	City	State	Population (Census 2011)
1	**One million +**	Nagpur	Maharashtra	24,05,421
2		Jabalpur	M.P	10,54,336
3	**5 to 9.99 Lakhs**	Kurukshetra	Haryana	9,64,231
6		Hubli	Karnataka	9,43,857
5		Dehradun	Uttranchal	5,78,420
4		Siliguri	West Bengal	5,097,09
8		Udaipur	Rajasthan	3,89,438
7	**1 to 4.99 Lakhs**	Bharauch	Gujarat	2,42,210
9		Chindwara	M.P	1,83,266
10		Panaji	Goa	1,14,405
11	**Less than 1 lakh**	Gangtok	Sikkim	98,658

2.9   Physical Administering of the Questionnaire

As surveys are beneficial because many people can be pooled together in a short period of time, the consultants used this methodology in order to elicit maximum information from the employees in the shortest possible time. TNA survey provided the sample of the officers and the employees with an opportunity to indicate their need for training on paper rather than through an interaction with them in a group thereby saving them from an embarrassment to admit the gaps in their competencies publicly in a face-to-face meeting. In order to have individual feedback on the training needs a specially designed questionnaire was developed, tested and used to to elicit information from the sample respondents about their training needs. This was done across various categories of employees within each ULB. The questionnaire that served as the basic tool for assessment of training needs was approved by the PMU of the CBUD project and incorporated in the inception report already submitted to the MoUD. It was after the approval of the inception report by the MoUD that the consultants started the formal training needs

assessment (TNA).

As per the ToR, the consultants, in order to assess the training needs of the employees, were to administer the questionnaire randomly to the officers and staff of the ULBs as per the availability of the officers and the staff when the consultants visited the concerned ULB. However, the PMU of the CBUD project had advised the consultants to subtly elicit the information regarding the training needs of the elected representatives by avoiding the administering of the questionnaire in order not to bruise their ego. Consultants during their interactions with the elected representatives showed the respect and extended courtesies to the elected representatives of the ULBs and gathered the required information by meeting them in one on one meeting or in small groups, as the situation required.

CHAPTER – 3: COLLECTION OF DATA AND DATA ANALYSIS FOR TRAINING NEEDS ASSESSMENT

3.1   Inventory of ULB Departments for Conducting TNA

Since the objective of this assignment is to get across to the officers and the staff of the ULBs from all the departments it became mandatory for the consultants to identify the departments of ULBs before administering the questionnaire to ensure that all the departments came under the purview of the survey. This task was made easier for the consultants as they had identified the main responsibilities of the ULBs as described in chapter 2 above. Identifying the departments helped them understand the responsibility of various departments with respect to those functions and the rationale behind this. The departments covered for the assessment are as follows:

- PWD
- Water Works
- Health
- Street Lighting
- Fire Service
- Revenue
- Market/Tax
- Building Permission
- Colony Cell
- Accounts and Finance
- Computers
- Encrochment & License
- Administration and Establishment
- Horticulture & Gardens
- Development
- Law
- Lease
- Public Relations
- Record Room
- Advertisement

3.2   Review of Original Job Descriptions (JDs)

Before undertaking any assessement for training needs an important aspect about the municipal staff is to look into the job description of officers and the staff working at various positions in the ULB. Job description provides a basis to understand the nature of job responsibility entrusted to the officers and the staff at various positions and the skills required to perform the responsibility entrusted to them. It also helps in assessing if the officers and the staff possess the required skills to perform their functions effectively. This leads to assessing the competency gaps and hence the implication of the competency gaps for training. When the consultants looked for the job description for the jobs handled by the employees of the concerned ULB in the sample, they were disappointed to learn that no written job description existed in any of the ULB. It was only towards the fag end of the survey for TNA they came across job description of only the Chief Accounts Officer in the office of the Director Finance in the Jabalpur ULB. On further enquiry, the consultants came across a copy of the Performance Management System (PMS) report detailing all the important jobs and job description for each of these jobs was prepared by the Ascent Leadership & Management Consultants Pvt. Limited, (ALMCPL) Jabalpur in 2010. On further query the consultants were informed that the job descriptions in Jabalpur ULB were given only to the important functionaries and it was adhered to only for a couple of years as enforcement of the same formed part of the terms of reference given to ALMCPL. Subsequently, adherence to these job descriptions was given up as there was no one to support the same after the contractual obligation of ALMCPL ended.

In the absence of written job descriptions the consultants had to cull the required information about job responsibilities from the elected and the appointed officials and the staff whom they met during their visit to the ULBs. This was especially done to comprehend the nature of jobs being performed by the officials and the staff, and assess the competencies required to perform those jobs. In order to validate their judgement about the assessment of the job descriptions and the comptencies required for those jobs, the consultants counter checked the level of responsibility held by the official handling the same or similar job responsibility in another ULB and the competencies required to perform those job responsibilities. The conclusion of the consultants was that, with a little bit of variation depending upon the size of the ULB, the job description and the competencies required for the same or similar jobs was almost the same across the sample ULBs.

3.3   The procedure and Practice Adopted for Administering the TNA Tool

Distribution and Collection of Questionnaire to Officers & Staff

In order to meet the requirements of this survey which was to ensure that a good number of officers and the staff from each ULB was covered for the assessment of training needs, the consultants had requested the nodal officer/ the coordinator of the ULB visited by them to organize as many officers and the staff at one place so that the questionnaire could be physically administered to all the participants at one place. Though, as per the information provided by some of the nodal officers of the ULBs, it was not possible to gather many officers and the staff at one place in view of the exigency of work, however, in some of the ULBs efforts were made to gather a good sample size for the survey. The following table - 2 gives a snapshot of the questionnaires distributed, administered and collected for the data analysis.

Table – 2: Distribution of Questionnaires in the ULBs

Sr	Name of the ULB	Questionnaires Distributed and Collected	The Functional Representatives (designation – wise) who filled up the Questionnaire	Officers	Staff
1.	Thanesar Municipal Council (TMC) Kurukshetra	10	JE, Municipal Engineer, Executive Engineer **(Engineering)**; Secretary Municipal Council (**Admin**); Accountant, Clerk **(Accounts)**	8	2
2.	Hubli Dharwad Municipal Corporation (HDMC)	29	Community Affairs Officer **(SJSRY)**; Zonal Assistant Commissioner, SE, EE, AE **(PWD)**; Accounts Superintendent, Accounts Officer, SDA, CAO **(Accounts & Finance)**;EE, AE, SDA (KUSIP); EE **(SWM)**; EE **(Establishment)**; Dy Director **(Town Planning)**;Special Officer **(PR)**	29	0
3.	Gangtok Municipal Corporation (GMC)	25	Commissioner, Dy Commissioner, Assistant Municipal Commission, Office Sptd,Supervisor, LDC, Computer Operator (**Admin**); AE, JE **(Engineering)**; Draughtsman **(Lease)**; Municipal Finance Officer, Accountant, Account Assistant **(Accounts)**; Sr. Inspector, Inspector, Assistant Sub Inspector, LDC **(License)**; Building Officer **(Building Permission)**; Community Organizer **(Development)**	10	15

Sr	Name of the ULB	Questionnaires Distributed and Collected	The Functional Representatives (designation – wise) who filled up the Questionnaire	Officers	Staff
4.	Dehradun Nagar Nigam (DNN)	27	AE, JE **(PWD)**; Accountant, LDC **(Accounts)**; Sanitary Inspector, Supervisor, Vaccinator **(Health)**; Assistant **(Establishment)**; Data Keeper **(Computers)**; Tax Inspector, Tax Superintendent, Senior Assistant, LDC, Data Entry Operator **(Market)**	3	24
5.	Udaipur Municpal Corporation	13	JE **(Water Works)**;Inspector, LDC **(Revenue)**; Consultant RAY ((**Development)**; LDC (**Record Room)**; Assistant Nagar Planning, LDC **(Building Permission)**; Accountant, LDC **(Accounts)**; Health Inspector, LDC **(Health)**; Fireman **(Fire Service)**	5	8
6.	Bharauch Municipal Council	18	Accountant , Clerk, Audit I/C **(Accounts)**; Sr. Establishment Clerk **(Establishment)**; Clerk **(Tax)**; Shop Inspector **(Market)**; Building Inspector (**Colony Cell)**; Chief Sanitary Inspector, Malaria Inspector, Sub-Registrar – Births & Deaths **(Health)**; AE **(PWD)**; Mechanical Engineer, Electrical Engineer **(Water Works)**; I/C Fire Services **(Fire Services)**; Sptd **(Encroachment)**	13	5
7.	Siliguri Municipal Corporation (SMC)	17	Head Clerk (**Colony Cell)**; Secretary, PA to Commissioner **(Admin)**; Addl. Head Clerk **(Advertisement)**; e – Governance expert **(Govt Schemes)**; IT Coordinator (**Computers)**; UDC **(Gardens)**; Finance Officer, Accounts and Finance Coordinator **(Accounts & Finance)**; EE **(Street Lighting)**; Sanitary Inspector and Food Safety Officer **(Sanitation and PH)**; Law Asst **(Law)**; Sub Asst Engineer **(PWD)**	11	6
8.	Corporation of City of Panaji (CCP)	15	Dy. Commissioner, AO, UDC, LDC, Sub registrar Birth and Death **(Admin)**; OSD – JnNURM **(Govt. Schemes)**; Municipal Engineer **(Water Works)**; RO; Accountant, Head Clerk **(Accounts & Finance)**; JE (**Building Permission)**; Municipal Inspector **(Encroachment)**	11	4
9.	Municipal	27	Health Officer, Statistical Officer	27	0

Sr	Name of the ULB	Questionnaires Distributed and Collected	The Functional Representatives (designation – wise) who filled up the Questionnaire	Officers	Staff
	Corporation of Nagpur (NMC)		**(Health)**; Dy Director Audit, CA & FO, Asst Sptd **(Finance & Accounts)**; EE **(Electrical)**; Traffic Engineer **(Traffic)**; Commissioner, Dy Commissioner, Asst Commissioner, AE & Office I/C **(Admin)**; City Engineer, Development Engineer, EE **(PWD)**; Market Sptd **(Market)**; Addl Dy Commissioner, Social Welfare Officer, Dy Engineer – Project Cell, EO **(Development)**; EE **(Water Works)**; Fire & Emergency Chief Fire Officer **(Fire Services)**; Superintendent **(Gardens)**		
10.	Chhindwara Nagar Nigam Parishad (CNNP)	43	Accountant **(Accounts)**; Sub Engineer **(Advertisement)**; Health Officer **(Health)**; Office Superintendent **(Administration)**; Revenue inspector , Revenue Sub inspector, Asst Revenue Inspector **(Revenue)**; Draftsman **(Lease)**; Time Keeper **(PWD)**	16	27
11.	Jabalpur Municipal Corporation (JMC)	72	Dy. Commissioner, Assistants **(Revenue)**; Nodal Officer, Sub Engineer **(Govt. Schemes)**; Dy. Commissioner, EE, Assistant **(Admin)**; EE, **(Advertisement)**; EE, AE **(Colony Cell)**; EE, AE, Sub Engineer **(PWD)**; EE, Assistant **(Revenue)**; Assistant Project Mgr, GIS Experrt **(Development)**; Sub Engineer **(Water Works)**; Sub Engineer **(Light)**; Sub Engineer (**Building Engineer)**; MIS Expert **(Computers)**; Health Officer **(Health)**; Market Officer **(Market)**; Superintendent **(Record Room)**	32	40
12.	**Total**	**296**		**165**	**131**

Interactions With the Elected representatives

As described in the methodology in chapter 2 above the consultants did not administer questionnaire to the elected representatives. Instead, with the senior elected officials like the Chairman, Mayor-in-Council, Deputy Mayor, the consultants mostly had one on one meeting to understand their perspective regarding the functioning of the ULB and the obstacles faced by them in executing those responsibilities. Meeting with the other councillors was held generally in groups. These interactions provided valuable opportunity for the consultants to get insights about the nature of competency gaps amongst the elected local representatives. They were asked both closed ended and open ended questions for assessing their training needs viz – a – viz the role enshrined for them in the legal framework of the sample ULBs. Some of the elected officials were very clear about their training needs and clearly communicated to the consultants their felt needs of capacity building for accomplishing their current responsibilities and the likely future challenges.

Others were not as forthright in expressing their training needs in explicit terms. The competency gaps for such councilors were assessed on the basis of the nature of their work and their existing level of knowledge and skills.

3.4   Data Analysis

Data gathered through administration of structured questionnaires and interactions with the elected and the appointed officials and the staff, and the observations captured by the consultants during their visits to the ULBs, were sytematically tabulated, interpreted and analysed for each ULB function – wise and designation – wise. Similarly, the data gathered with the help of the questionnaire was also sytematically tabulated, interpreted and analysed for each ULB, function – wise and designation – wise.   The most important issues which emerged regarding the urban reforms to be implemented by the ULBs in the next three years in the areas of urban planning, finance and financial management, e – governance and service delivery and which have a bearing on the training needs of the employees, have been clubbed under a few major sub heads which are described in the following paras and chapters.

The analysis of this information provided valuable leads for training requirements of the elected and appointed officials and the staff of ULBs. This information also helped the consultants make a snapshot comparison of what employees are currently achieving with the current competencies and how difficult it may become for them to meet the expected objectives of the ULBs if the competency level of the elected and appointed officials and the staff is not raised .

3.5   SWOT Analyis

Since the data captured and analysed by the consultants has been done separately for each ULB visted by them, the consultants during the survey found that there was a lot of variation in the working of each ULB; some performed very well but in most of the ULBs visited by the consultants chaos was visible. Since the outcome of this report is to assess the aggregate training needs for the ULBs, the consultants thought it prudent to conduct an aggregage swot analysis of ULBs in order to have a holistic view of the strengths, weaknesses, opportunities and threats faced by the ULBs concerned. Accordingly, the consultants undertook the SWOT analysis of most important ULBs and combined all the swots to arrive at the aggregate SWOT analysis for all the eleven (11) sample ULBs visited and assessed by them. Table – 3 below describes the swot analysis of the ULBs in detail.

Table – 3: Swot Analysis of ULBs

Strengths	Weaknesses	Opportunities	Threats
.Substantial tangible assets in some ULBs	1. Very low skills & knowledge	1. Capacity building for better service delivery	. Rapid urbanization
2. A few committed employees	2. Low revenues	2. Getting closer to public	2. Denial of grants and aids
3. Systems in place in a few ULBs	3. Lack of leadership	3. Exploring partnership models	3. Public awareness of their rights
4. Good practices established in a few ULBs	4. Reliance on grants & aids	4. Building systems through IT	4. No replenishment of human talent
5. Outsourcing of a few functions which has helped the ULBs	5. Lack of planning 6. Lackadaisical attitude	5. Ease of operations	5. Lack of competencies
6. Approachability to	7. Ill defined roles 8. Controls lacking 9. Generally, the councillors lack	6. Self Reliance	6. Magnitude of scale

Strengths	Weaknesses	Opportunities	Threats
some senior officers for guidance in a few young ULBs	exposure to the municipal functions	7. Become efficient organization by adopting e – governance; financial planning, urban planning, and improving service delivery	7. Instability because of abrupt transfer of senior executives
7. A few ULBs having young, educated and motivated councillors	10. The municipal cadre has yet to be established		8. Constant political interference
8. In a few ULBs the extent of service area is less which helps the ULBs in better service delivery	11. No focus on HR planning	8. More PPP models and/or raising funds through CSR route permanently	9. New initiatives may die
	12. Under utilization of human resource		10. Paralysis of system
9. Family like work culture in some ULBs	13. Systems not in place	9. Raise revenue base by negotiating with the Govt.	11. Public wrath
10. A few councillors have the vision and dynamism for development	14. Monitoring & evaluation process absent		12. The concept of third tier of government may die
11. A few ULBs have open & corporate like culture	15. Ownership missing		
	16. Low level of technology		
12.Some employees are open to learning	17. Conflict of interest between officers and councillors		
13.Huge collective municipal experience	18. Round pegs in square hole		
14.Financial self reliance in a few ULBs	19. Ad hocism		
15.Efficiency of some senior officers like commissioners & the deputy commissioners	20. No investment in capacity building		
	21. Nepotism		
	22. Very low investment in modern tools and equipment		
	23. Second tier of management generally missing everywhere		
	24. Very low level of educational qualifications of the corporators		
	25. Some senior		

Strengths	Weaknesses	Opportunities	Threats
	officers on deputation and not available full time		

Swot analysis of individual ULBs has been presented in Volume 2 of this report.

3.6   Training Needs Assessment

The determination of training needs requires careful and continuing research throughout an organization for improving work competency together with the development of specific job-related skills. That has been the approach adopted by the consultants with regard to assessing the training needs of ULBs.

In order to arrive at the training needs assessment it is imperative to assess the current situation in terms of job responsibilities given to the employees, their awareness about the organizational goals, the efforts made by the individual to developp, and the efforts made by the organization to develop and train the employees in order to build their job related and functional competencies which will help them achieve their functional goals and the organizational goals. It, therefore, becomes mandatory for the consultants to assess and analyse the current scenario in the organization in respect of job responsibilities, competencies built, and future job challenges in order to arrive at the competency gaps, if any. How the consultants have gone about this analysis has been described in the following paragraphs.

Competency Analysis of the Elected Representatives

In order to arrive at the training needs of the elected representatives it was important for the consultants to understand the role and responsibilities of the elected representatives as enunciated in the statute especially in the form of functioning of the Committees of which they happen to be the members. As per the statute of each state, the council/parisahd has to work through Committees, however, the number of Committees may depend upon the extent of the responsibilities of the corporation/ parishad. The consultants took note of the fact that the council of each ULB operates through the following Committees; each Standing Committee generally consisting of seven councillors, depending upon the number of councillors/ parishads. Generally, the members of the council unanimously elect one of its members as the Chairperson of each Committee.

- Market Committee
- Finance Committee/Finance and Resource Mobilisation Standing Committee
- Water Supply Standing Committee
- Solid Waste Management Standing Committee
- Revenue Committee
- Public Works Standing Committee
- Executive Committee
- Health and Sanitation Committee/ Public Health and Sanitation Standing
- Committee/ Health and Medical Aid Committee
- Education and Urban Poverty Alleviation Standing - Committee
- Building Permissions and Works Committee
- Slum Improvement Committee
- Compounding and Compromising of Offense Committee
- Borough Committee
- Ward Committee
- Special Committee

- Joint Committee
- Civil & Electrical Committee
- Law Committee
- Education Committee

During their interactions with the members of these Committees the consultants very subtly discussed the role and responsibilities of the office bearers of the above Committees with a view to assess if the members were aware of their role and responsibilities. Upon further questioning the consultants elicited the information as to what it takes to shoulder those responsibilities in terms of knowlege and skills. Attitudes of the elected representatives could easily be assessed by their response and body language. Since this data was captured across the ULBs the consultants were able to capture the information on the competencies that was common across the ULBs. The consultants filtered this information, wherever required, cross checked this information with some very senior officials of the ULBs with considerable experience in municipal function as a sounding board, and assessed the training needs of the elected representatives.

Functional Competency Analysis

For any training needs assessment to be accurate it is important to conduct functional competency analysis because the job responsibilities given to individuals flow from the total functional responsibility of the department. Generally functional responsibilities are captured in the form of a manual but, as described in the above paragprahps, ULBs neither have written job descriptions nor any functional manual. The consultants identified the common departments within the ULBs and analysed their objectives and broad functional responsibilities. In totality 20 such departments were identified along with their objectives and functional responsibilities. With the help of thus captured data, using their own consulting experience in the field of urban secor, research done and the interactions with the elected and appointed officials of the ULBs, the consultants identified broad responsibilities for each function; clubbed the common responsibilities together and tabulated those responsibilities functionwise. Details of those functions have been captured in **annexure – I** of this report.

Subsequently, the consultants undertook the task of analysing the competencies of important job positions in each department. To select those important jobs the same or similar jobs in each department across the ULBs were identified and their broad job responsibilities captured. In order to arrive at the competency requirements of specific positions the consultants took into consideration the following aspects which have an impact on enhancing and/or impacting the competency level of the individual handling that job:

- The functional responsibilities of the department
- The level of competencies of the ULB and the respective function
- Training program/workshops/seminars attended by the employee
- Computer proficiency
- Areas of Interest of the employees
- Current performance level
- Inadequacies in work performance
- Expected level of performance especially in line with the urban reforms

Seventy one (71) such jobs/designations have been identified and analysed for competencies. Designation wise job descriptions and the competencies required for executing job responsibilities have been captured in detail in **annexure II** of this report.

CHAPTER – 4: ANALYSIS OF COMPETENCY GAPS

4.1   Competency Gaps

Before attempting training needs assessment it is important to assess the competencies required for the accomplishment of the job assigned to a person and, then, assess the competencies the person handling that job possesses, so that competency gap, if any, can be identified before attempting to narrow the competency gap by imparting any training. Competency has three components viz. (i) knowledge about the job to be executed, (ii) appropriate skills to execute the job and, on top of that, (iii) the right attitude to execute the job. In the absence of any of the components the person responsible for executing the job will face difficulty in accomplishing the job as per the desired outcome. In order, therefore, to arrive at the actual competency gaps the consultants analysed the data captured as described in detail in Chapter 3, to assess the gaps of each important postion in the area of job knowledge, skills, and attitudes required to execute the jobs as per the job responsibilities and the competencies required for each job as described in annexure I of this report. This task was accomplished by analysing the data collectd with the help of the tools like the questionniare, interviews with the senior officials and the elected representatives, observations and by using the consulting experience of the consultants in the urban sector. Separate tools were used to identify the competency gaps for the elected members and the senior officers and the staff of the ULBs as the methodology for capturing the data was different as explained in detail in Chapter 3.

Department – wise and designation - wise competency gaps have been analysed and captured in detail in **annexure – III** of this report.

However, department – wise and designation - wise competency gaps for the employees have further been analysed in detail using the KSA model (knowledge, skills, attitude) as described in **annexure – IV** of this report . This scientific analysis of the competency gaps will help in identifying the relevant training intervention required in order to ensure capacity building in the ULBs by narrowing the accurate skill gaps over a period of time.

The consultants have consolidated all such competecy gaps of the elected and the appointed officials and the staff of the ULBs and segregated it in terms of knowledge, skills, and attitudes to show a snapshot of gap analysis of the competency gaps for the ULBs as a whole as captured in the following tables.

A)   Consolidated Competency Gaps of the Employees of the ULBs

Table – 4: Table Showing Competency Gaps of the Employees of the ULBs

Knowledge Gap
1. Low level of educational background 2. Low level of functional knowledge 3. Lack of role clarity and/or overlap 4. Poor housekeeping of physical files 5. Low level of awareness about the urban sector reforms and its processes 6. Missing time lines 7. Erractic monitoring 8. Traditional and long tendering process 9. Chaos in case of some accident 10.Myopic approach to revenue mobilization 11.Orthodox way of accounting assets/ liabilities 12.Lack of conceptual knowledge of financial mangement information system 13.Quality systems missing 14.Low level of understanding and knowledge of managing modern water system 15.No benchmarks in place 16.Poor planning & execution of job related responsibilities

17. Overall, poor technical knowledge
18. Low conceptual abilities
19. Poor service delivery
20. Low level of understanding of English including poor vocabulary
21. No unity of command
22. Lack of clarity on administrative rules
23. Duplication of work
24. Very low level of project management knowledge
25. Unsystematic record Keeping
26. Absence of supervision
27. Problem with public dealings
28. Absence of general guidelines SOPs)
29. Absence of required functional software
30. Absence of DBMS

Skill Gaps

1. Low work output
2. Poor communication
3. Poor coordination
4. Lack of focus
5. Hesitation in appreciating good work
6. Lack of focus on data management & documentation
7. Difficulty in convincing others
8. Low level of cooperation from seniors
9. Absence of techniques

Attitude Gaps

1. Insensitivity to others' feelings
2. Procrastination
3. Lack of initiative & ownership
4. Dirty office environment
5. Work culture does not support implementation process of the reforms
6. Stressed when dealing with public
7. Lack of priorities
8. Defocussed
9. Poor Quality of output
10. Low in confidence
11. Low accountability
12. Data not shared
13. Seniors ignoring subordinates and/or their suggestions

B) Consolidated Competency Gaps of the Elected Representatives of the ULBs

Table – 5: Table Showing Competency Gaps in the Elected Representatives of the ULBs

Knowledge Gaps

1. Low level of educational background
2. Low level of understanding of role & responsibilities
3. Lack of awareness about urban sector requirements through planning and management
4. Insensitivity to the principles of finance

Skill Gaps

1. Very slow disposal of cases
2. Chaos at the Council meetings

3. Low level of rapport with the govt. agencies/ departments 4. Lack of prioritization 5. Infighting
Attitude Gaps
1. Not attending the council office regularly 2. Reactive approach to public issues 3. I don't care attitude 4. Diffidence

4.2 Competency Gaps and Training

Sometimes it may be found that even though the competencies required for performing the job responsibilities may be available within the organization yet the organization may not be able to achieve its goals. Therefore, identifying the competency gaps before assessing the training needs becomes an important step   for an organization. The objective of identifying the competency gaps is to find as to why employees are not able to perform the roles assigned to them. It helps in finding out the remedial measures for correcting the situation in an organization by taking the next step of identifying the actual training needs of the employees, the department as a whole, and/or the organiztion as a whole. In the absence of any approved model not applied to identify the competency gaps, the results may not turn out to be the real competency gaps as there may be other causes for not being able to achieve the organizational goals. Hence identifying competency gaps have to be undertaken very accurtately as it impacts training not only at the macro level but even at the micro level like the design of the modules, conduct of the training, etc. For example, if an employee does not have the right attitude to handle his/her job, imparting any knowledge based or skill based training to him/her may not bring in the expected results. In a situation like that the employee first has to be imparted attitudinal training which will help him change his attitude towards the job. It is only then that all other technical or skill based training will be useful to him/her.

The consultants, while choosing the KSA model for the analysis of the competency gaps, had this critical factor at the back of their mind so that once the training needs are identified in the area of knowledge, skills development, or behavioural change required, appropriate training programmes are identified as per the actual training needs of the employees as per the identified competency gap. This approach will not only make training effective for the ULBs but also save recurring training costs for the organization.

CHAPTER – 5: THE STRATEGIC TRAINING PLAN

5.1 Basic Aspects of the Strategic Plan

Before finalizing any strategic training plan it is essential to outline the outcomes desired from the training to be undertaken. As per the ToR the desired training outcomes for the ULBs should cover the following aspects:-

- Modern, transparent budgeting, accounting, financial management systems, designed and adopted for all urban services and governance functions;
- City/ town-wide planning/ governance framework to become operational;
- Inclusive equitable access to basic civic service level;
- Reforming major revenue instruments for financial self - sustainability and decentralised ULB governance;
- Transparent and accountable service delivery; and
- E-Governance applications in core ULB functions including elected representatives for efficient urban management

In order to achieve the above outcomes, the consultants, based on their gap analysis as discussed in Chapter 4 and their past experience in having worked on similar projects, are of the opinion that the strategic training plan should include the following basic training inputs to improve the overall organization operations:-

- Office Procedure and Financial Administration
- Basic Computer Skill
- Municipal Laws & Revenue Generation
- Socio Economic Development
- Urban Planning
- Project Development and Management
- Social Audit
- Professional management of personnel
- Citizen focus

5.2 Training Needs Emerging from the Assessment

Keeping into consideration the competency gaps of the appointed officials, staff and the elected representatives of the ULBs and to reduce those gaps, the consultants have assessed the training needs separately for the CBUD project on the basis of TNA conducted in the eleven (11) sample ULBs. That should give the advantage to the unit ULB to look at the training needs of their officers, staff and the elected representatives and help them frame their individual strategy, if required, to address those needs.
Details of training needs of each sample ULB are described in Volume 2 of this report.

However, for the purpose of this report, the training needs of the officials, staff and the elected representatives of all the ULBs visited and assessed by the consultants have been consolidated at one place to give a comprehensive look about the trainings in general required by the officials and the staff which may help the concerned officials of the MoUD responsible for the capacity building to take a strategic decision on the training needs in the urban development sector as a whole. Details of these training needs have been captured in the ensuing tables:

Table – 6: Training Requirements of Senior Officers of the ULBs

Commissioner	
For Enhancing Functional Knowledge	Knowledge of **Finance**
	Resource Management
	Public Delivery System implementation Process

	Urban Planning
	Exposure visits to observe Good Practices
Soft Skills	Leadership Development
	Team Building
Deputy Commissioner	
For Enhancing Functional Knowledge	**Traffic Management**
	Urban Finance
	Urban Infrastructure Development
	Functional Knowledge on **Working of Municipality**
	Exposure visits to observe Good Practices
Soft Skills	**Strategic Planning**
	Public Convincing especially about paying taxes
Zonal Assistant Commissioner	
For Enhancing Functional Knowledge	
1. Municipal Engineering	Design, Construction and Monitoring of Roads
	Waste water management
	Municipal Administration
2. Project Management	Operational Planning, Development & Implementation of Strategies for Project Execution
	Monitoring, Review and Quality Control Procedures
	Enhancing Citizen Awareness and Participation
3. e - Governance	Introduction to e- Governance
	Property Tax
4. Solid waste Management	E – waste management
	Plastic waste management
5.Computers	Computer Knowledge including application of Software to improve Job Performance
6.Others	Good Practices of ULBs
	Job related Refresher Training
Assistant Commissioner	
For Enhancing Functional Knowledge	
1. Civil Engineering	Civil Engineering Techniques
	Infrastructure and Technology
2. Financial Management	**Urban Finance**
3. Others	Job related Refresher Training

Table – 7: Consolidated Training Requirements of Other Officers and Staff of the ULBs

For Enhancing Functional Knowledge	Proposed Training Programmes Recommended to Narrow the Knowledge Gaps of the Employees
1. Urban Planning	City development strategies and City Development Plans
	Development of Control Mechanism and Master Plan
	Land management

For Enhancing Functional Knowledge	Proposed Training Programmes Recommended to Narrow the Knowledge Gaps of the Employees
2. Infrastructure Development	Construction of roads, drains, bridges & buildings
	Urban Sewerage Disposal Schemes
	Traffic Management
3. Environmental Engineering & Management	Solid Waste Management
	e - waste management
	Energy Management
4. e - Governance	Property Tax Administration
	Birth and death registration
	Citizen's grievance monitoring and Citizens' Charter
5. Project Management	Surveying, mapping and executing project from beginning to completion
	Preparation of DPR
	Procurement Planning & Execution
	Project planning & control
6. Contract Management	e -tendering
	PPP management of contracts & concession agreements
7. Municipal Engineering & Management	Waste water management
	Operation & Maintenance of urban Water Supply Schemes
8. Urban Management	Knowledge about municipal laws
	Knowledge of Functional Roles & Responsibilities
	Knowledge about rules, regulations & procedure applicable to municipal functioning
9. Municipal Resource Mobilization	Revenue Mobilization from Tax and Non-tax Sources
10. Legal	Agreement drafting skills User charges for cost recovery
	Legal compliance including RTI
11. Financial Planning & Management	Expenditure management
	Asset/Liability Management
	Preparation of Budgets
	Preparation of MIS
12. Safety	Disaster Management
	Fire Safety
13. Horticulture Management	Landscaping including floriculture management
	Drip Irrigation

For Enhancing Functional Knowledge	Proposed Training Programmes Recommended to Narrow the Knowledge Gaps of the Employees
14. Office Management	Office Procedure
	Preparation & maintenance of service record
	Record Keeping
	Housekeeping
15. Personnel Managemet	Personnel Resource Management
16. Estate Management	Estate Maintenance
17. English Language	Basic English language

For Skills Development	Training Programmes Recommended to Improve the Skills of the Employees
1. Computer Technology	Basic skills including exposure to multimedia
	DBMS
	AUTO CAD
	GIS
2. Soft Skills	Decision Making
	Communication skills
	Leadership skills
	Team Building
	Institutional Building
	Public Relations
	Lobbying

For Attitudinal Change	Training Programmes Recommended to Change the Attitudes of the Employees
1. Behavioural Training	Intra personal skills
	Inter personal skills
	Personality Development
2. Cultural Change	Cultural Sensitivity
3. Personal Effectiveness	Goal Setting
	Change Management
	Stress Management

Table – 8: Training Requirements of the Elected Representatives of the ULBs

For Enhancing Functional Knowledge	Training Programmes Recommended to Narrow the Knowledge Gaps of the Elected Representatives
1. Awareness Programmes	Government programmes for the urban development

For Enhancing Functional Knowledge	Training Programmes Recommended to Narrow the Knowledge Gaps of the Elected Representatives
	Role & responsibilities for understanding and supporting vision of the municipal bodies
2.Financial Planning & Management	Expenditure Management
	Financial Planning
	Cost of Capital
3. Environmental Engineering & Management	Solid Waste Management
	e - Waste management
	Energy Management
4. Municipal Engineering & Management	Waste water management
	Traffic Management
	Civil Engineering Technology
5. e - Governance	Property Tax Administration
	Role of Councillors in Urban Governance
	Birth and death registration
	Citizen's grievance monitoring
6. Health & Hygiene	Health orientation programme for the councillor responsible for the Health Department
7. Urban Planning	City development strategies and City Development Plans
	Development of Control Mechanism and Master Plan
	Land management

For Skills Development	Training Programmes Recommended to Improve the Skills of the Elected Representatives
1. Computer Technology	Basic skills including exposure to multimedia
2. Soft Skills	Decision Making
	Communication skills
	Leadership skills
	PR & Lobbying
For Attitudinal Change	Training Programmes Recommended to Change the Attitudes of the Elected Representatives
1. Behavioural Training	Intra personal skills
	Inter personal skills
	Personality Development
2. Personal Effectiveness	Goal Setting
	Chairing a Meeting

	Time Management

5.3 Types of Training

The objective of any training is to either enhance the functional knowledge, improve job related skills or change the attitude of the trainee. The required objective can be achieved by any one or a combination of the following several modes of training like:

- on the job training
- e – training
- project /case study based training
- simulation
- observation
- coaching
- job rotation
- demonstration; and
- off the job training

Off the job training can further be split into the following modes of training:
- class room training
- workshops/seminars
- study visits
- educational programmes

In order for the training to be effective, it is essential to identify the right mode of training. Normally, the mode of training can be a combination of all or most of the above training modes, however, the consultants having taken into consideration the inhouse training capabilities within the ULBs which are as good as non existent, recommend that the assessed training needs be implemented in the following three ways till the inhouse capabilities within the ULBs are built up:

- Nominating the officials, staff and the elected representatives to the training programme conducted by reputed institutions within the country having excellent knowledge and expertise in the urban sector development.

- Sponsoring a few elected officials and some appointed officials, depending upon their training needs, for study visits to other ULBs in the country and/or abroad where good practices have been established. This type of learning can be faster because by seeing and then implementing, the learning curve is reduced.

- Sponsoring a few elected officials and some appointed officials, depending upon their training needs, for educational programme in the urban sector to a foreign institute of repute. That will help the participants get exposure to international standards in urban development.

5.4 Phasing of Training

Looking at the competency gaps and the training needs assessed, and keeping ino consideration the employee base of all the ULBs which is very huge, the consultants are of the opinion that it is going to be a mammoth task for the MoUD and/or the unit ULBs to undertake all the training needs in one go. The consultants are recommending implementation of training to be phased out over a period of three years and prioritized and implemented in three phases on the basis of priority as described:

- Training which cannot wait should be completed in the next 12 months - Phase I

This type of training generally should pertain to the gaps in the functional knowledge and the basic computer skills

- Training that can wait for some time, to be completed in the next 12 – 24 months - Phase II

This type of training generally should pertain to the remaining gaps in the functional knowledge and in the soft skills

- The remaining training to be completed in the following 25 – 36 months - Phase III

This type of training generally should pertain to covering up the remaining competency gaps

Keeping all the above facts into consideration, the consultants have recommended the training programmes, training modules and the duration of training that is contained in the following tables for the elected and appointed functionaries working at different levels of the ULBs based on the prioritization of training needs of the officers, staff and the elected representatives of the ULBs.

Table – 9: Training Recommended for the Elected Representatives of the ULBs

Phase I : (1 – 12 Months)				
Sr	Name of the Training Course	Training Modules	Target Group Level - I	Training Duration (Days)
1	Urban Management	1. Department functions, rules, procedures, and responsibilities 2. Urban management issues and provision of civic amenities	Chairperson Mayor Dy. Mayor President Vice-President Chairperson of the Committees Councillor/ Member	2
2	Financial Planning & Management	Accounting	Same as Above	2
3	Municipal Engineering & Management	1. Water Supply 2. Operation & Maintenance	Same as Above	2
4	Infrastructure Development	1. Drainage 2. Sewerage	Same as Above	2
5	e - Governance	Reforms in Urban Governance	Same as Above	2
6	Municipal Revenue Mobilization	1. Revenue Improvement 2. PPP	Same as Above	2
7	Environmental Engineering & Management	1. Solid Waste Management 2. Energy Efficiency	Same as Above	2
8	Orientation Programme	Introduction to municipal functioning; role & responsibilities of the elected members. *(This programme will be culled out from the above modules)*	All Elected Representatives	3
9	Computer Skills	Basic Computer Applications	All Elected Representatives	3
Phase II : (13 – 24 Months)				

10	Soft Skills	1. Decision Making 2. Time Management 3. Chairing a Meeting	Chairperson Mayor Dy. Mayor President/Vice-President Chairperson of the Committees/ Member	1
11		Leadership	Same as Above	2
12	Behavioural Training	Goal Setting	Same as Above	1
**Phase III : (25 – 36 Months)**			
13	Soft Skills	Communication	Chairperson Mayor Dy. Mayor President/Vice-President Chairperson of the Committees/ Member	3
14	Behavioural Training	Personality Development	Same as Above	4
15	English Language	Basics	Same as Above	3

Table – 10: Training Recommended for the Senior Officers of the ULBs

	Phase I : (1 – 12 Months)			
Sr	**Name of the Training Course**	**Training Modules**	**Target Group Level - II**	**Training Duration (Days)**
1	Financial Planning & Management	Accounting	Commissioners, Chief Officers, Superintending Engineers, Executive Engineers	2
2	Municipal Engineering & Management	1. Water Supply 2. Operation & Maintenance	Same as Above	2
3	e - Governance	Reforms in Urban Governance	Same as Above	2
4	Municipal Revenue Mobilization	1. Revenue Improvement 2. PPP	Same as Above	2
5	Environmental Engineering & Management	1.Solid Waste Management 2. Energy Efficiency	Same as Above	2
6	Infrastructure Development	1. Drainage 2. Sewerage	Same as Above	2
7	Personnel Management	Introduction to Personnel Management	Same as Above	2
8	Computer Skills	Advanced Computer Applications	Same as Above	3
**Phase II : (13 – 24 Months)**			
9	Soft Skills	1. Decision Making 2. Strategic Mangement	Commissioners, Chief Officers,	1

		3. Time Management	Superintending Engineers, Executive Engineers	
10		Leadership	Same as Above	2
11	Behavioural Training	Goal Setting	Same as Above	1
Phase III : (25 – 36 Months)				
12	Soft Skills	Communication	Commissioners, Chief Officers, Superintending Engineers, Executive Engineers	2
13	Behavioural Training	Personality Development	Same as Above	2
14		Stress Management	Same as Above	1

Table – 11: Training Recommended for the Level III Officers of the ULBs

Phase I : (1 – 12 Months)				
Sr	**Name of the Training Course**	**Training Modules**	**Target Group Level - III**	**Training Duration (Days)**
1	Urban Planning	1. Concept of Urban Planning 2. Development Control / Bye laws 3. Urban Land use and Land Management	AEs JEs	3
2	Infrastructure Development	1. Basic Design 2. Drainage 3. Sewerage	AEs JEs	3
3	Project Management	1. Project Planning, Monitoring & Control 2. Procurement	AEs JEs	2
4	Contract Management	e – tendering, Outsourcing, Negotiations	AEs JEs	2
5	e - Governance	Reforms in Urban Governance	A.Es J.Es Nodal Officer; All dealing officers from the other departments	2
6	Safety	Disaster management	AEEs, Health Officers , Environmental Engineers, AEs, JEs, Senior Health Inspectors, Revenue Officers and Community officer	1
7	Municipal Engineering & Management	1. Water Supply 2. Operation & Maintenance	AEs JEs Nodal Officer;	2

			All dealing officers from the other departments	
8	Environmental Engineering & Management	1. Solid Waste Management 2. Energy Efficiency	AEs JEs Health Officers Health Inspector	2
9	Municipal Revenue Mobilization	1. Revenue Improvement 2. PPP	Revenue Officer Market Officer	2
10	Legal	Compliance	Legal Officer Special Officer Law Assistant	1
11	Horticulture Management	Garden Management	Garden Superintendent	2
12	Personnel Management	Introduction to Personnel Management	Establishment Superintendent All dealing officers from the other departments	2
13	Computer Skills	1. Advanced Computer Applications 2. Advanced Designs 3. GIS Data Base	All the Officers in this level	5
Phase II : (13 – 24 Months)				
14	Soft Skills	Time Management	Same as Above	1
15	Behavioural Training	Goal Setting	AEEs, Health Officers , Environmental Engineers, AEs, JEs, Senior Health Inspectors, Revenue Officers and Community Officer	1
Phase III : (25 – 36 Months)				
16	English Language	Basics	AEEs, Health Officers , Environmental Engineers, AEs, JEs, Senior Health Inspectors, Revenue Officers and Community officer	3
17	Soft Skills	Communication	All the Officers in this level	2
18	Behavioural Training	Personality Development	Same as Above	2
19		Stress Management	Same as Above	1

Table – 12: Training Recommended for the Level IV Employees of the ULBs

Phase I: (1 – 12 Months			
Sr	**Name of the Training Course**	**Training Modules**	**Target Group Level - IV**	**Training Duration (Days)**
1	Financial Planning & Management	Accounting	Municipal Accountant Accounts Assistant Budget Clerk	2
2	Office Management	Role of Document Tracking in Office Management	Revenue Inspectors, Accountants, Assistants, Junior Health Inspectors, Bill Collectors, Community Organizers, Water Operators and Pourakarmikas	2
3	Urban Management	1. Department functions, rules, procedures, and responsibilities 2. Urban management issues and provision of civic amenities	Revenue Inspectors, Accountants, Assistants, Junior Health Inspectors, Bill Collectors, Community Organizers, Water Operators and Pourakarmikas	2
4	Environmental Engineering & Management	1. Solid Waste Management 2. Energy Efficiency	Junior Health Inspector Community Organizer Water Operator	2
5	e - Governance	Reforms in Urban Governance	Accountants, Junior Health Inspectors, Community Organizers, Water Operators	2
6	Horticulture Management	Garden Management	Gardener	1
7	Computer Skills	Basic Computer Applications	Revenue Inspectors, Accountants, Assistants, Junior Health Inspectors, Bill Collectors, Community Organizers, Water Operators and Pourakarmikas	3
8	Safety	Disaster management	All the employees from the Firefighting Department	1
Phase II : (13 – 24 Months)			
9	Soft Skills	Time Management	Revenue Inspectors, Accountants, Assistants, Junior Health Inspectors, Bill	1

			Collectors, Community Organizers, Water Operators and Pourakarmikas	
10	Behavioural Training	Goal Setting	Same as Above	1
Phase III : (25 – 36 Months)				
11	English Language	Basics	Same as Above	5
12	Soft Skills	Communication	Revenue Inspectors, Accountants, Assistants, Junior Health Inspectors, Bill Collectors, Community Organizers, Water Operators and Pourakarmikas	2
13	Behavioural Training	Personality Development	Same as Above	2

Any training given is for a brief period and if not reinforced, loses its impact over a period of time. Hence, periodic refresher training would be necessary. Sensitization, therefore, with respect to work ethics and values and self-development must form part of the core training programme for all the levels of staff. Similarly, change management within the organization should be a focus area for training. The training programmes should preferably be in the proximity of posting. Training programmes may be organized for staff at the ULB level to save journey time and expenses. However, if that is not possible, staff should be given an opportunity for training at the State level every year. Special training to staff promotees to higher posts and the newly elected representatives should be given before they take up the new responsibilities. After completion of requisite training programmes, there should be an examination for promotions or new postings of staff where merit should be taken into account, so that training is taken seriously by everybody in the organization. Finally, basic computer training including data networking and development of web content should be given continuously instead of few days.

The training programmes may be organized centrally, region – wise or unit – wise.

CHAPTER – 6: TRAINING MODULES FOR DIFFERENT SUBJECT AREAS OF TRAINING

For any training to be successful, design and contents of the training programme become critical factor for the success o that training. Therefore, training modules need to be prepared keeping the objective of training into consideration.

Since the objective of the present assignment is to assess the training needs of the elected representatives, appointed officials and the staff of the ULBs keeping into consideration the urban reforms in the areas of (i) financial & FM reforms; (ii) urban planning; (iii) service delivery; and (iv) municipal governance it became manadatory for the consultants to keep these essentials into consideration before designing the training modules. With that objective in mind, the consultants have listed below a broad range of modules to be used for conducting the training of the senior employees, staff and the elected representatives of the ULBs keeping into consideration the training needs assessed for those officials and the staff. Attempt has been made by the consultants to develop the training modules required for enhancing the functional knowledge of the elected representatives, senior officers and the staff of the ULBs in the above mentioned areas; improving their skills to become more effective in their role; and help them change attitude.

6.1   Framework for Governance

For Enhancing Functional Knowledge

e – GOVERNANCE – MODULE I

Sub-Module-I:- Reforms in Urban Governance
Importance of Urban Reforms, Reforms and 74th Constitutional amendment act, Decentralisation and powers to urban local bodies; Why Reforms to be implemented in Urban Local Bodies and urban areas? Different kinds of reforms; process reforms and financial reforms; transfer of schedule 12 functions under 74th CAA; Financial sector reforms like collection of user charges, meeting the full cost of O/M in the infrastructure services delivered, operationalising and encouraging PPP in Urban Infrastructure by drawing resources from various sources to meet the Infrastructure Deficit; Process reforms like accounting, property tax , rent control; Administrative reforms, structural reforms and property title certification system, etc.

URBAN MANAGEMENT – MODULE II

Service orientation; Giving importance to public;Transparency in public dealings; Quick service to public; Improved service with lesser manpower; Handling public gruevances: etc.

Sub-Module-I: Department functions, rules, procedures, and responsibilities
Management structure of the ULB, role and responsibilities of various committees (statutory and non-statutory), various sections within ULB and inter and intra departmental coordination. Service delivery and management shall include improvement of service delivery and management of urban services such as basic services, innovative financial recovery Mechanisms and Project Development. Projects, Implementation matters such as review of day today operation and maintenance of project, progress of projects, schemes, budgets (including outcome budgets) and expenditure. Rules and procedures for conduct of business and operation; Rules under Municipal Act for day-to-day administration, General Municipal Business Procedure including Financial & Accounting matters such as revenue expenditure, demand, procedures of conduct of audit. Model Bye -Laws/ Manual for various functional areas to be adopted by the Municipality; studying the Manual for each of the essential subjects like Accounting, Financial Management, Computerization, and Engineering work Aspects and well as Building Code to enable the staff handle the subjects to become knowledgeable and to avoid confusion, etc.

Sub-Module-II: Urban management issues and provision of civic amenities
The basic coverage of this module shall be on the aspects of decentralization of functions and in

that event the roles and responsibilities and the need to promote professionalization of urban management, greater accountability in public services delivery, and greater transparency in urban governance. The focus shall be on management of urban environmental services and service delivery and management including operation and maintenance of existing infrastructure.

Functions of the department are required to be redefined in terms of delivery of services, operation and maintenance, etc.

6.2   Finance & Accounts

For Enhancing Functional Knowledge

FINANCIAL PLANNING & MANAGEMENT – MODULE III

Sub-Module-I: Accounting
Principles of Accrual based accounting, Advantages and disadvantages of Cash based accounting over Accrual based Double Entry Accounting System (DEAS), Basic principles of DEAS, DEAS in line with National Municipal Accounting Manual, Preparation of Balance sheet, Profit and Loss A/c, Fund flows and cash flows, Introduction of Analysis of Financial Performance in relation to ratio analysis. Creation of Asset Register, Creation of Depreciation Accounts for Asset replacement, etc.

Sub-Module-II: Procurement
Methods of procurement, Introduction to e-procurement, preparation of standard bid documents and evaluation of bids and procedures for award of contracts, etc.

MUNICIPAL REVENUE MOBILIZATION – MODULE IV

Sub-Module-I: Revenue Improvement
Resource mobilization initiatives, principles of cost recovery, user charges, 100% cost recovery and cost recovery to meet O/M charges. Use of GIS for Asset Mapping and Introduction of GIS applications for property tax collection, etc.

6.3   Urban Infrastructure

For Enhancing Functional Knowledge

INFRASTRUCTURE DEVELOPMENT – MODULE V

Sub-Module-I: Basic Design
Concepts and elements of Engineering structure designs, principles of optimum design, estimation methods for meeting the capacity requirements, Introduction to Methods and technologies for spatial data acquisition and specification, with special emphasis on land measurements, mapping, and surveying. Processing of field data for incorporation into computer aided design systems; conversion of raw data into finished design documents, including schematic layouts, digital terrain models, preliminary plans, topographic maps, detailed design plans, cut sheets, cross-sections, profiles, etc.; 2D and 3D computer aided design techniques; and application of digital computation; Study of engineering characteristics of soils, strength and deformation characteristics of soils, consolidation and bearing capacities and corrective measures. Basic concepts of Foundation design fundamentals and assumptions of structural analysis. Analysis of deformations of simple structural members, Analysis of statically determinate trusses. Methods of forces in the analysis of statically indeterminate systems ; Methods of displacements in the analysis of geometrically indeterminate systems; Symmetry and antisymmetry in structural analysis; Use of computer programs for structural analysis, etc.

Sub-Module-II: Drainage
Concepts of Urban Storm water drainage, Data requirements, Data Collection and Data Analysis. Preliminary Concept development and Sketch plan for the proposed drainage system. Hydrologic

and Hydraulic design; computation of runoff parameters and quantities based on preliminary concept and sketch plan developed; Design of inlet location and spacing; Storm water drainage layout including access holes, connecting mains, outfall control structures and other system component Design of pipe sizes, channels, pumping stations, discharge control structures and other components; design and review of hydraulic grade lines; use of computer software in design; Exposure to STORMCAD, etc.

Sub-Module-III: Sewerage

Introduction of the design fundamentals for the treatment of waste water, environmental regulations pertaining to waste water; waste water characterization; pre treatment systems; biological, physical, and chemical treatment of waste water; treatment and disposal of waste water sludge; financing and management. Tangible and intangible consequences of environmental policies; environmental impact assessments; Central, state, and local government laws and regulations related to waste water collection, treatment, and disposal, etc.

Sub-Module- IV:- Traffic Management

All major roads to be developed to their full right of way; Improve connectivity to the peripheral areas and the recently incorporated areas within the city; Appropriate pedestrian facilities to be developed on the major roads having significant pedestrians cross traffic; Implementation of the flyovers, subways, river bridge to ensure smooth flow of traffic along major roads; Proper installation of signage; etc.

ENVIRONMENTAL ENGINEERING & MANAGEMENT – MODULE VI

Introduction to concept of environmental management as practiced in different societies around the world. Environmental Management as the organizational and physical infrastructure employed to manage natural resources. The focus will be on how different societies respond to environmental challenges, specifically as they relate to engineering opportunities. Environment issues related to water supply; collection and treatment of wastewater; public health and pollution control; disposal
of waste and other materials; and management of significantly polluted sites. Concepts of climate change and adaptation strategies for mitigation of effects due to climate change in cities, etc.

Sub-Module-I: Solid Waste Management

Estimation of waste generated in city areas; methods for conducting waste audit; waste survey and determination of composition of waste generated in city. Methods of waste disposal, waste treatment techniques etc; Solid Waste(Management & Handling) Rule 2000 and other Central, State and Local laws related to waste management. Rules related to Hospital Waste Management and Hazardous waste management. Methods of compliance and reporting protocols to be followed by local bodies related to State/Central Pollution Control Boards. Design of SWM Systems: Route planning, design of collection systems, equipments; Design of transfer stations, compost plants, landfill sites; Site planning and location of transfer stations, compost plants and landfill sites. Public consultation methods for selection of location and siting of SWM collection and processing plants; EIA and other legislative requirements related to SWM, etc.

Sub-Module-II:– Energy Efficiency

Concept of Energy Efficiency and Energy Saving and the potential of energy saving in municipal operations like water supply, sewerage, ideal routing of vehicles used in solid waste management. Energy Auditing and Energy Efficiency in lighting operations. Use of Energy Standards and Labeling in all the equipments used, Demand Side management and increased electricity end use efficiency. Application of Energy Conservation Building codes, Manuals and Codes and Energy Conservation Act, 2001. Approaches to energy efficiency and performance contracting by Energy Service Companies (ESCOs) etc.

MUNICIPAL ENGINEERING & MANAGEMENT – MODULE VII

Sub-Module- I: Water Supply

Water supply evaluation; water quality and quantity requirements; treatment requirements and methods; hydraulic analysis of water distribution systems including line sizing, fire protection,

pumps, valves, and storage; environmental impact assessments; Central, state, and local government laws and regulations related to public water supply systems. Computer applications in design of water supply networks and systems; and Introduction of WATERCAD and LOOP, etc.

Sub-Module-II: Operation & Maintenance
Principles of Operation and Maintenance of Urban Service Delivery infrastructures like water supply, sewerage, SWM and Drainage and Roads; Preventive and Routine Maintenance; Annual Distribution network analysis to find out leak detection and illegal connections in water supply network; Reactive maintenance to meet the needs during accidents in breakage of networks and to decide on replacement of aging networks; Leak detection and water auditing to reduce unaccounted Water; performance monitoring and evaluation of systems; Operation and maintenance of pumping stations, water supply, sewerage and Drainage networks, etc.

PROJECT MANAGEMENT – MODULE VIII

Sub-Module-I:- Project Planning, Monitoring & Control
Importance of planning in a project; preparation of Detailed Project Report (DPR) including physical and financial methods for cost estimate, budget, cost of capital, and sources of capital; setting up milestones; monitoring; mid course correction; project evaluation; Project planning & role of computerization; Reducing learning curve; Lessons learnt; etc.

CONTRACT MANAGEMENT – MODULE IX

Sub-Module-I:- e – tendering, Outsorcing, Negotiations
 Advantages and disadvantages of outsourcing; how to evaluate contractors? legal compliances; e - tendering; setting up of milestones; difference between direct involvement and contract monitoring; Resource Management; Negotiations; Relationship management, etc.

6.4   Framework for Urban Planning

For Enhancing Functional Knowledge

URBAN PLANNING – MODULE X

Sub-Module-I: Concept of Urban Planning
Modern concepts of planning; planning for local economic development; City development strategies and City Development Plans; Detailed development plans and Area Development plans; Development of Capital Investment Plan and Financial operating Plans; Monitoring of Plan, implementation of Planning for utilities like water supply, sewerage and storm water drain within the framework of Development Plan/Master Plan. Urban Renewal Planning including redevelopment plans for such areas keeping in view their citywide impact, planning the landscape and visualising the effects, regeneration proposals, etc.

Sub-Module-II: Development Control / Bye laws
Development Control Mechanism and Master Plan as a tool for revenue augmentation for plan implementation; Building Permissions & Town Planning, Housing Market and Housing Land availability assessment; Developing housing strategies; The Building Byelaws including permission for the use, coverage, FAR set backs, open space, height, number of dwelling units, parking standards for residential premises on plotted development, group housing as per the provisions contained in Master Plan/Zonal Plan/Development Code, etc.

Sub-Module-III: Urban Land use and Land Management
Understanding the function of the land management and revenue department to protect land from encroachment; land revenue code, ownership titles as provided in the present Land Law, etc;

6.5   Service Delivery

For Enhancing Functional Knowledge

PPP – MODULE XI

Principles and concepts of private sector, public participation in municipal service delivery functions. Concept of PPP structures like BOT, BOO, BOOT, DBOT and Swiss Challenge in structuring municipal projects. Structuring of Model Concession Agreement and appointing of consultants for selection of PPP operators. Outsourcing to reduce cost and efficiency in municipal operations, etc.

LEGAL – MODULE XII

Sub-Module-I: Compliance
Municipal laws; how to draft plaints; Legal Compliances including RTI

SAFETY – MODULE XIII

Sub-Module-I: Disaster management
Assessment of vulnerability to various disaster risks floods, drought, landslides, avalanche, forest fire, earthquake and man made disasters. Mapping disaster risks and capacity building for disaster risk reduction; emergency management during natural disasters; Creation of a voluntary corps of disaster management professionals, developing an inventory of resource requirement to manage disasters; Study of local, state and national level policy and institutional framework for management of disasters. Disaster management in pre-disaster, Impact and Post-disaster phase; developing disaster management plans ; use of technology for assessment of disaster and disaster mapping; Planning for post disaster rehabilitation and reconstruction, etc.

HORTICULTURE MANAGEMENT – MODULE XIV

Sub-Module-I:- Garden Management
Garden layout; importance of herbiculture, ground cover, etc; drip irrigation system; landscaping icluding floriculture management; knowledge of pesticides; impact of correlation weather and horticulture.

6.6 Others

OFFICE MANAGEMENT – MODULE XV

Sub-Module-I:- Role of Document Tracking in Office Management
Concept of record keeping; document tracking; Importance of indexing and its application in document tracking;Role of housekeeping in office management; Application of tools for office management; computerizion and office management; Segregation and aggregation of records; Filing system, etc.

PERSONNEL MANAGEMENT – MODULE XVI

Sub-Module-I:- Introduction to Personnel Management
Role & responsibility of personnel department; importance of people in an organization; policy formulation; people management; systems and procedures and its impact on organization functioning; manpower planning and budgetting; recruitment & selection; promotions; transfers; discipline and its role in organizational effectiveness.

ENGLISH LANGUAGE – MODULE XVII

Sub-Module-I:- Basics
Basic spoken English; writing skills; grammar; drafting; vocabulary; how to improve the language.

Whereas training as per the above modules is the common training need for most of the ULBs, however, a few ULBs need the functional training in PR & Lobbying and Estate Management. The consultants are of the opinion that since training in these areas will be as per the specific requirements of the ULB unit, there is no need to write a common module for such training.

6.7   For Skill Improvement
For Information Technology

COMPUTERS – MODULE I

Sub-Module – I Basic Computer Applications
Basic principles of computer operation, MS- windows, Web usage and E-Mail operation. Use of applications like MS –WORD, EXCEL, POWER POINT. Use of computers for Double Entry Accounting System and demonstration of some accounting software, etc.

Sub-Module – II Advanced Computer Applications
Design of MIS Systems for municipal functions, grievance redressal systems, file tracking. System Administration for Windows. Design and operation of DBMS, etc.

Sub-Module – III Advanced Designs
Computer Aided Design(CAD), Application of computers in Water supply distribution networks design and operation, Water Distribution Modelling and Water Quality Modelling. Training of STAAD, GIS Mapping, application of SCADA and PLC in operation and maintenance of water supply and sewer networks. Oracle Database administration and basic concepts of computer networking operations, use GIS for Asset Mapping, etc.

Sub-Module – IV GIS Data Base
Creating GIS maps of the city where spatial data need to be integrated into GIS platform. Using GIS and remote sensing in urban planning; Preparation of existing land-use map, urban sprawl over a given time period to understand the underlying driving forces, Assessment of land use conversion in different parts to help understand the impact of the policies pursued, Land suitability analysis based on physical, environmental and accessibility parameters to guide the selection process for opening the land for urban development, Accessibility analysis. Under Municipal Geographic Information System (MGIS) includes Tax Mapping (showing details of all municipal taxes and charges, like Property Tax, Trade Licenses, Water charges, etc. levied on various assesses) Public Infrastructure Mapping (showing the details of municipal infrastructure like roads, street lights, public taps etc.; and Poverty Mapping – showing socio-economic attributes of the poor households, etc.

SOFT SKILLS – MODULE II

Sub-Module – I Decision Making
Importance of timely decision; Different perspectives of decision making process; Alternative to decision making process; Cost of delayed decision; Types of decision making; Consensual decision making; Quick decision making and organizational effectiveness; Cost over runs and time over runs in the absence of proper decision making; etc.

Sub-Module – II Leadership
Definition of leadership; Types of leadership; Leadership traits; Effective leadership; Organizational growth and leadership; Leadeship vision; Leadership development; Walk the talk leadership; Leadership & values, etc;

Sub-Module – III Communication
Definition of communication; Elements of communication; Process of communication; Types of

communication; Communication and relationships; Correlation between communication and success of an organization; etc.

Sub-Module – IV Strategic Management
Definition of strategy; Definition of management; Importance of strategic mangement; Sucess & strategy; Culture & strategy; Strategic plan; Mid course correction of the plan; Tools & strategic management; etc.

Sub-Module – V Time Management
Understanding the value of time; time wasters; prioritizing time; managing time;

Sub-Module – VI Conducting a Meeting
Objective of the meeting; The role of the chairperson in conducting a meeting; The role of the members in participating in the meeting; Agenda and the meeting; Open ended and closed ended meeting; Types of meeting; Minutes of the meeting; Maintaining protocol in the meeting; Measuring effectiveness of the meeting with the time spent by all the members; Meetings and organizational effectiveness; etc

6.8   For Attitudinal Change

BEHAVIOURAL TRAINING – MODULE I

Sub-Module – I Personality Development
Intra personal skills; inter personal skills; impact of behaviour on others; developing positive attitude and value system.

Sub-Module – II Goal Setting
Definition of goal; Necessity of goal; Goal & motivation; Goal & Millestones; Goal and success in life; Types of goal; How to set up goals; Goals & values; Evaluation of goals; etc.

Sub-Module – III Stress Management
Definition of stress; Causes of stress; Types of stress; Work & stress; Impact of stress on health; Personal effectiveness and strees; Management of stress; Stress busters, etc.

CHAPTER – 7: STUDY VISITS

As described in Chapter 5 of this report there are several ways of imparting training like on-the- job; off-the- job; simulation; observation; demonstration; e – training; learning while doing; etc. As the reforms which are taking place in the urban sector are new to the ULBs and every ULB is trying to implement the reforms in its own way depending upon the set up of the ULB and the resources available including the human resource competencies within the unit, most of the training as assessed by the consultants and described in the earlier Chapters will have to be off- the- job which should include study visits to the ULBs within the country and/or abroad. As per the experience of the consultants in the area of training, transfer of learning is faster by observing as the learning curve gets reduced. Moreover, training becomes cost effective.

7.1   Good Practices Initiatives

Some ULBs, as observed by the consultants during their visit to the ULBs for the completion of this assignment, have established some good practices in some municipal functions in spite of the shortcoming. These good practices have been especially noted by the consultants. As there is no system of sharing these good practices across the ULBs, the consultants are of very strong opinion that the implementation programme of training should include visits by the elected representatives and the officials of the ULBs where such good practices are lacking to the identified ULBs, for observing good practices which, the consultans feel, should help the elected and the appointed officials of the ULBs implement those good practices in their own ULBs. If these good practices are replicated in other ULBs, competency of such ULB will improve in those areas. The list of the ULBs with established good practices is as follows:

Table – 13: List of Good Practices in ULBs in India with Recommendation for Study Visits

Sr	Good Practice	Name of the ULB	Recommended for Elected Representatives	Recommended for Officials
A)	**Urban Infrastructure**			
1	Sanitation	Bangalore Municipal Corporation	Chairperson of the Health Committee	Health Officer
2	Solid Waste Management	1. Municipal Corporation of Delhi 2. Pimpri Chinchwad Municipal Corporation	Chairperson of the SWM Committe	Chief Sanitary Inspector
3	Sewerage Treatment Plant	MC Agra	Chairperson of the Environmental Committee	EE – Municipal Function
4	Water Supply	Nagpur Municipal Corporation	Chairperson of the Water Works Committee	EE – Water Works
5	Street Lighting	Vijayawada Municipal Corporation	Chairperson of the Street Lights Committee	EE – Street Lights
6	Garbage Collection	Goa Municipal Corporation, Panaji	Chairperson of the SWM Committe	Municipal Engineer
B)	**E- Governance including IT**			
7	E- Governance	1.Jamshedpur Municipal Corporation 2. Pimpri Chinchwad Municipal Corporation	Chairman Mayor/ Deputy Mayor Councillors	Commissioner Executive Officer IT Incharge
8	Information Technology	Indore Municipal Corporation	Mayor/ Deputy Mayor	Commissioner Dy. Commissioner Executive Officer
9	ERP on plastic	Pune Municipal Corporation	Chairman	Commissioner

Sr	Good Practice	Name of the ULB	Recommended for Elected Representatives	Recommended for Officials
	waste		Mayor/ Deputy Mayor Councillors	Dy. Commissioner Executive Officer IT Incharge
10	GIS	Baruch Municipal Council, Baruch	Mayor/ Deputy Mayor	Officer I/C of IT
C)	**Service Delivery**			
11	Managing Street Vendors	Bhuvneshwar Municipal Corporation	Chairperson of the Market Committee	Marketing Superintendent Encroachment Superintendent

Other municipal corporations where some other initiatives have been taken up but not established as a good practice is yet are as follows:

- Ahmadabad Municipal Corporation
- Greater Visakhapatnam Municipal Corporation
- Hyderabad Municipal Corporation
- Jabalpur Municipal Corporation
- Jaipur Municipal Corporation
- Kolkata Municipal Corporation
- Mysore Municipal Corporation
- Nagpur Municipal Corporation
- Pimpri Chinchwad Municipal Corporation
- Surat Municipal Corporation
- Visakhapatnam Municipal Corporation

Table – 14: List of Good Practices Internationally with Recommendation for Study Visits

Sr	Good Practice	Name of Local Government/Municipality	Recommended for the Elected Representatives	Recommended for the Officials
A)	**Framework for Governance**			
1	Decentralized and Community-led Policy-Making	Khonkaen City, Thailand	Chairman Mayor/ Deputy Mayor	Commissioner Dy. Commissioner Executive Officer
2	Community Participation in Upgrading the Old Collective Housing Areas	Vinh City, Vietnam	Chairperson of the Housing Cell	Executive Engineer PWD Community Development Officer
3	E- Governance	Yogyakarta, Indonesia	Chairman Mayor/ Deputy Mayor Councillors	Commissioner Executive Officer Nodal Officer
4	Governance through Partnership	Prik Municipality, Thailand	Chairperson of the Revenue/Market Committee	Revenue Officer Public Relations Officer

Sr	Good Practice	Name of Local Government/Municipality	Recommended for the Elected Representatives	Recommended for the Officials
	Between the Municipality and the Community			
B)	**Service Delivery**			
5	People-Private Partnership (PPP) to Improve Local Infrastructure	Toul Sangke Sangkat/Commune, Cambodia	Chairman Mayor/ Deputy Mayor	Commissioner Dy. Commissioner Executive Officer
6	Humane Relocation and Empowerment of Street Vendors	Solo Municipality, Indonesia	Chairperson of the Encroachment Committee	Commissioner Dy. Commissioner Executive Officer Superintendent - Encroachment
C)	**Urban Planning**			
7	Participatory Urban Planning	Guimaras, Phillipines	Chairperson of the Planning Committee	Commissioner Dy. Commissioner Executive Officer
D)	**Financial & FM Reform**			
8	Revenues and Budget, Transparency and People's Participation	Battambang Municipality, Cambodia	Chairperson of the Finance Committee	Chief Accounts/ Finance Officer
E)	**Urban Infrastructure**			
9	Constructed Wetland for Municipal Wastewater Treatment	Udonthani City, Thailand	Chairperson of the Environmental Committee	Municipal Engineer

7.2   Policy on Study Visits

As the consultants have emphasized in some important Chapters of this report, the cost of learning can be reduced by observing good practices established by the ULBs within and outside the country. Therefore, they strongly recommend that study visits to such ULBs by the elected and the appointed officers from the ULBs should be an important part of the training implementation process. In their opinion office bearers of the elected council like the Mayor, the Deputy Mayor and the Chairman of the functional Committee, and senior appointed officers in the rank of commissioner and the Head of the specialized function in other ranks, should be sent for study visits in the country twice a year and outside the country once year for observing the good practcies there. However, it should be made mandatory for the elected and the appointed officials to implement the good practices observed by them during their study visits in their own ULB failing which they should not be sponsored for another visit within the country or abroad till such good practices are established by them in their own unit. Adoption of this rule may become yet another good practice for the ULBs and help prevent political pressure for such sponsorship, if any , and misue of funds.

Further, the consultants are of the opinion that study visits should be part of phase I (1 – 12 months) of the training implementation process and should run concurrently with the implementation of training programme. Using their knowledge of the urban sector, their training experience, and taking cognizance of the competeny gaps of the ULBs, the consultants are recommending study visits for observing established good practices within the country and outside as per the following tables:

Table – 15 : Recommendations for Study Visits Within the Country

Sr.	Identified Good Practice	Within the Country	Who Should Visit	*Duration of Visit	Frequency of Visit
A)	Urban Infrastructure			(Days)	
1	Sanitation	Bangalore Municipal Corporation	Chairperson of the Health Committee Health Officer or/ Equivalent Rank	4 to 5	Twice a year
2	Solid Waste Management	1. Municipal Corporation of Delhi 2. Pimpri Chinchwad Municipal Corporation	Chairperson of the SWM Committe Chief Sanitary Inspector/ or Equivalent Rank	4 to 5	Twice a year
3	Sewerage Treatment Plant	MC Agra	Chairperson of the Environmental Committee EE – Municipal Function/ or Equivalent Rank	4 to 5	Twice a year
4	Water Supply	Nagpur Municipal Corporation	Chairperson of the Water Works Committee EE – Water Works/ or Equivalent Rank	4 to 5	Twice a year
5	Street Lighting	Vijayawada Municipal Corporation	Chairperson of the Street Lights Committee EE – Street Lights/ or Equivalent Rank	4 to 5	Twice a year
6	Garbage Collection	Goa Municipal Corporation, Panaji	Chairperson of the SWM Committe Municipal Engineer or Equivalent Rank	4 to 5	Twice a year
B)	E- Governance including IT				
7	E- Governance	1.Jamshedpur Municipal Corporation 2. Pimpri Chinchwad Municipal Corporation	Mayor/ Deputy Mayor Councillors Commissioner Executive Officer IT Incharge	4 to 5	Twice a year
8	Information Technology	Indore Municipal Corporation	Mayor/ Deputy Mayor Commissioner	4 to 5	Twice a year

Sr.	Identified Good Practice	Within the Country	Who Should Visit	*Duration of Visit	Frequency of Visit
			Dy. Commissioner Executive Officer		
9	ERP on plastic waste	Pune Municipal Corporation	Mayor/ Deputy Mayor Councillors Commissioner Dy. Commissioner Executive Officer IT Incharge	4 to 5	Twice a year
10	GIS	Baruch Municipal Council, Baruch	Mayor/ Deputy Mayor Officer I/C of IT	4 to 5	Twice a year
C)	**Service Delivery**				
11	Managing Street Vendors	Bhuvneshwar Municipal Corporation	Chairperson of the Market Committee Marketing Superintendent Encroachment Superintendent	4 to 5	Twice a year

* The duration of study visit for observing Good Practices of the ULBs within the country includes the travel time depending upon the distance of the ULB chosen to be visited.

Table – 16 : Recommendations for Study Visits Outside the Country

Sr.	Identified Good Practice	Outside the Country	Who Should Visit	Duration of Visit	Frequency of Visit
A)	**Framework for Governance**			**(Days)**	
1	Decentralized and Community-led Policy-Making	Khonkaen City, Thailand	Mayor/ Deputy Mayor Commissioner/ Dy. Commissioner/ Executive Officer	5 to 7	Once a year
2	Community Participation in Upgrading the Old Collective Housing Areas	Vinh City, Vietnam	Chairperson of the Housing Cell Executive Engineer PWD Community Development Officer	5 to 7	Once a year
3	E- Governance	Yogyakarta, Indonesia	Mayor/ Deputy Mayor Councillors Commissioner/ Executive Officer Nodal Officer	5 to 7	Once a year
4	Governance through Partnership Between the	Prik Municipality, Thailand	Chairperson of the Revenue/Market Committee Revenue Officer	5 to 7	Once a year

Sr.	Identified Good Practice	Outside the Country	Who Should Visit	Duration of Visit	Frequency of Visit
	Municipality and the Community		Public Relations Officer		
B)	**Service Delivery**				Once a year
5	People-Private Partnership (PPP) to Improve Local Infrastructure	Toul Sangke Sangkat/Commune, Cambodia	Mayor/ Deputy Mayor Commissioner/ Dy. Commissioner/ Executive Officer	5 to 7	Once a year
6	Humane Relocation and Empowerment of Street Vendors	Solo Municipality, Indonesia	Chairperson of the Encroachment Committee Commissioner/ Dy. Commissioner/ Executive Officer Superintendent - Encroachment	5 to 7	Once a year
C)	**Urban Planning**				Once a year
7	Participatory Urban Planning	Guimaras, Phillipines	Chairperson of the Planning Committee Commissioner/ Dy. Commissioner/ Executive Officer	5 to 7	Once a year
D)	**Financial & FM Reform**				Once a year
8	Revenues and Budget, Transparency and People's Participation	Battambang Municipality, Cambodia	Chairperson of the Finance Committee Chief Accountant/ Finance Officer or Equivalent Rank	5 to 7	Once a year
E)	**Urban Infrastructure**				Once a year
9	Constructed Wetland for Municipal Wastewater Treatment	Udonthani City, Thailand	Chairperson of the Environmental Committee Municipal Engineer	5 to 7	Once a year

Note: The duration of study visit for observing Good Practices of the ULBs outside the country includes the travel time depending uping the country of the ULB chosen to be visited.

CHAPTER – 8: INSTITUTIONAL ARRANGEMENT FOR IMPLEMENTATION

8.1   Training Institutes in the Market Place

If assessing the training needs requires skills to accurately assess the training needs of the target groups in order to find out the correct deficiencies in their competencies, imparting training in order to remove or narrow those deficiencies is equally a skill. Therefore, choosing the right type

of institutions for conducting training will be critical for enhancing the capacity building in the urban sector as per the framework desired by the MoUD. Keeping that at the back of their mind, the consultants, based on their expertise in the field of urban sector, training experience, their own data base, and their contacts, searched for the institutions hat have successfully been imparting urban sector training and drew up a large list of such training institutions. Looking at this data they found that out of this very large list few training institutions have the resources and the expertise to undertake the rigorous activity required for the training implementation programme. Upon further analysis they found that the training that are conducted by those institutions tend to focus on the general areas. As the objective of drawing this training list was to select the institutions in the specific areas for which the training needs have been assessed, the consultants decided to filter this list and evaluate those training institutions based upon the expertise and the resources these institutions have in the training areas identified by the consultants as per the training needs assessment (TNA) as identified and discussed in the foregoing Chapters. The final list of the institutions including a few from the neighbouring country having the expertise and the resources, after the filtration and the evaluation process, has been captured by the consultants in table – 17 below. This should help the MoUD officials responsible for the capacity building programme in the ULBs to choose the right institutions for carrying the phase II of the capacity building process which is conducting of training.

With their considerable experience in the training area the consultants are of the opinion that for the training imputs to be uniform and equally effective within all the ULBs for which capacaity building programme has been conceived under component – 1 of the CBUD Project, it may be better to appoint the same training institution (s) for implementing the training programme throughout those 30 ULBs that are within the scope of the CBUD project.

Table – 17: Agencies Empanelled by the Government of India/ State Governments for the Capacity Building programme

Sr. No	Name of the Training Institutions Competent to Impart Training	For the Training Need Assessed
1	School of Planning & Architecture, New Delhi	Urban Planning; Environment Management
2	Faculty of Planning, CEPT University, Ahmedabad	Urban Planning, Environment Management; Urban Management - *Urban Management Issues and provision of civic amenities*
3	Yashwantrao Chavan Academy of Administration, Pune, Maharashtra Institute of Chartered Accountants, India & its Local Chapters	Accounting & Revenue Management
4	National Institute of Urban Affairs, New Delhi	**Reforms :** Accounting & Revenue Management & Revenue Improvement
5	Centre for Urban Governance, Administrative Staff College of India, Hyderabad	**Energy Efficiency**
6	All India Institute of Public Health and Hygiene, Kolkata	Urban Utility Design & Management - *- Solid Waste Management*
7	Continuing Education Programme, Department of Civil Engineering, Indian Institute of Technology, Powai, Mumbai	Urban Utility Design & Management - *Drainage*
8	National Water Academy, Pune	Urban Utility Design & Management - *Water Supply*

Sr. No	Name of the Training Institutions Competent to Impart Training	For the Training Need Assessed
9	IIT Kharagpur	Urban Planning: **Concepts of Urban Planning**
10	State Administrative Training Institution	Basic Computers, Urban Governance- **Department Rules, Functions and Responsibilities**
11	Indian Institute of Remote Sensing, Dehradun National Remote Sensing Agency, Hyderabad	Urban Planning: **GIS**
12	Association of Metropolitan Development Authorities, New Delhi	Urban Planning: **Development Controls and Byelaws**
13	North Eastern Regional Institute of Science & Nirjuli-791109, Itanagar	Urban Management*:* **Disaster Management**
14	National Institute of Financial Management, Faridabad	Accounting & Revenue Management: **Procurement**
15	Indian Institute of Public Administration , New Delhi	Public Administration
16	Haryana Institute of Public Administratio, Gurgaon	Public Administration
17	Administrative Training Institute , Mysore	Public Administration, Management Development Programmes
18	Lal Bahadur Shastri National Academy of Administration, Mussourie	Public Administration, Management Development Programmes
19	IITs	Civil Engineering
20	Environment Protection Training & Research Institute, Hyderabad	Environmental Engineering
21	Lee Kuan Yew School of Public Policy, (Singapore)	Urban Management & public Service Delivery
22	National University of Singapore (NUS)	Executive Programmes
23	NIIT, All State Units	Information Technology
24	Central for Research in Rural and Industrial Development (CRRID) Chandigarh.	Social Development & Community Mobilization.
25	National Institute of Urban Affairs(NIUA) New Delhi	Social Development & Community Mobilization, Housing
26	Himalayan Institute for Environment, Ecology and Development, Dehradun. (HIEFFED)	Social Development & Community Mobilization, Housing
27	Regional Capacity Building Hub Progress by CEPT, Ahemedabad	Land Management Town Planning Scheme
28	Human Settlement Management Institute (HSMI), New Delhi.	Urban Planning and Site & Architectural Designs, Social Development and Community Mobilization, Housing,

Sr. No	Name of the Training Institutions Competent to Impart Training	For the Training Need Assessed
		Municipal & Housing Finance
29	Centre for Urban Governance, Institute of Integrated Rural Development Complex, Bye Pass Road, Shanan, Sanjauli Shimla. ACADEMICS , 3rd floor Dhan Nirman Complex, 15, Ashok Marg, Hazratganj , Lucknow, Uttar Pradesh.	Swaran Jayanti Shahari Rojgar Yojna (SJSRY).
30	Centre for Urban Governance, Institute of Integrated Rural Development Complex, Bye Pass Road, Shanan, Sanjauli Shimla ACADEMICS , 3rd floor Dhan Nirman Complex 15 , Ashok Marg, Hazratganj , Lucknow, Uttar Pradesh. Samiksha Group ,Mangeet House , Near DECT of Horticulture, Navbahar Shimla.	Rajiv Awas Yojna (RAY).
31	ACADEMICS , 3rd floor Dhan Nirman Complex 15 , Ashok Marg, Hazratganj , Lucknow, Uttar Pradesh. Centre for Urban Governance, Institute of Integrated Rural Development Complex, Bye Pass Road, Shanan, Sanjauli Shimla .	MIS/GIS
32	Centre for Urban Governance, Institute of Integrated Rural Development Complex, Bye Pass Road, Shanan, Sanjauli Shimla . ACADEMICS , 3rd floor Dhan Nirman Complex 15 , Ashok Marg, Hazratganj, Lucknow, Uttar Pradesh. Samiksha Group ,Mangeet House , Near DECT of Horticulture, Navbahar Shimla. Santoshi Mahila Sangthan Sabha Rampuri, Jubbal Distt. Shimla .	Capacity Building Issues including preparation of training modules and conducting of training.
33	Centre for Urban Governance, Institute of Integrated Rural Development Complex, Bye Pass Road, Shanan, Sanjauli Shimla . ACADEMICS , 3rd floor Dhan Nirman Complex DPR preparation. 15 , Ashok Marg, Hazratganj , Lucknow, Uttar Pradesh.	DPR Preparation

Sr. No	Name of the Training Institutions Competent to Impart Training	For the Training Need Assessed
	Samiksha Group ,Mangeet House , Near DECT of Horticulture, Navbahar Shimla.	
34	Geo-Informatics Training at BISAG, Gandhinagar, Gujrat.	The incumbents to be sensitized to the utility of using GIS mapping for generating area specific data for multiple uses.
35	Administrative Staff College of India, Hyderabad	SWM ; 24X7 water supply; Public Administration

8.2   Monitoring and Review of the Implementation Prgoramme

A large scale capacity building program along the lines envisaged by the MoUD can succeed only if there is adequate and dedicated leadership for overseeing various aspects related to training implementation programme, evaluating it on regular basis, augmenting supply side capacity, if required, during the process of implementation, strengthening linkages between institutions chosen for imparting training and the ULBs, conducting impact evaluation of capacity building programs, initiating mid-course corrections, etc. Capacity Building efforts need to be mandatorily monitored.

If the objective of monitoring process has to be achieved the first step should be to enunciate a Training Framework which should have the following elements built in it:

Training Policy
It should contain a policy statement like " Training would be imparted to all the categories of elected and appointed officials and staff of the ULBs in the following areas:"

  a)   Induction training at the time of entry into service;
  b)   In service training at the time of each promotion or atleast once in 5 years;
  c)   Training after promotion;
  d)   Employees / officers attending training as per career span specific plan will only be eligible for promotion; and
  e)   Officers (elected and appointed) will be exposed to major development issues or new techniques through short duration courses, seminars, workshops and study visits, as per the needs.

Training Review Committee
The training review Committee with the Chairman should be constituted at the Apex level of the MoUD which should meet at least once in every quarter and monitor and review the progress of training. Similarly, at the ULB level similar review Committee should be constituted with defined responsibilities

Training Manager
In order to review & ensure monitoring of training plan, a desginated officer at the MoUD level should be designated as Training Manager. However, before designating such an officer it should be ensured that he has undergone Trainer the Trainers (TTT) programme. Similarly, at the ULB level Training Manager should be designated.

Training Plan
The training plan is nothing but target setting. Unless there is a plan to enhance capacity building of key stakeholders including elected representatives of Urban Local Bodies what will be monitored? Therefore the training plan should include the extensive Training Programmes for the number of functionaries of the Urban Local Bodies to be addressed through the Training Policy.

The training plan should be such that all the field staff is ensured refresher training after 3 years of service. Training programmes should be sufficient for a long period to ensure effectiveness and impact. Attending short-term training programmes specific/planned for a post must be made mandatory.

Training Resource Institutions
Training institutions which can conduct training as per the desired outcome of training should be empanelled so that no crucial time is not wasted in identifying those agencies. These training institutions need to be evaluetd on regular basis to ensure that only the best suited institutions are on the panel.

8.3   Evaluation of Training

As we know training involves a lot of planning, resources and efforts which become the training inputs. In order to know that these efforts have borne fruit there has to be a mechanism for evaluating the transfer of learning . That mechanism is the process of evaluating training. Hence, all training programmes conducted by any institution needs to be evaluated.Training can be evaluated formally and/or informally. The consultants are of the opinion that training should be evelauted formally.

Methods of Formal Training Evaluation

1. Formal training evaluation is structured and linked to objectives. For example, after formal assessment of the training needs of an employee has been done with the help of TNA process, he/she is given test in the functional area before and after sending him/her for training. As training is imparted to enhance an employee's knowledge, improve his/her skills, or change his/her attitude, as the case may be, improvement in the test score in the deficient area will determine whether the training inputs have been successful or not; change in attitude can generally be evaluated through observation in behaviour on the job.

2. Another formal way of evaluating training would be to link training with the job performance of the employee. As the job performance is influenced by the amount of knowldge required for that job, adequate skill set(s) required to carry out that job, and the right attitude (s) the employee possesses to carry out his/her job responsibilities, any change in the job performance before and after training will determine the success factor of training.

3. Another formal way of determining the success of training is assessment of the employee by his/her immediate supervisor. Before sending the employee for training he/she is assessed by his immediate boss on sevaral job parameters like productivity, focus on quality, adherence to time lines, interpersonal relationship, team orientation, intergrity, public orientation,etc. Three months after the training the employee is reassessed on all those parameters. Improvement, if any, seen in any of those parameters, can be attributed to training.

4. Formal Feedback from the Employee
    After the employee has come back from training an informal feedback can be obtained from him/her by the training manager as to how training was in terms of:
    *   contents
    *   faculty
    *   methodology
    *   duration
    *   infrastructure

    The employee is given a feedback form where he/she evaluates training on the above parameters on a scale of 1 – 10. Aggregates of all the participants attending a specific training programme are worked out. These aggregates determine the baseline of the training parameters. Any improvement in the baseline score will mean that the institution conducting training is improving its standards; any reduction in the baseline score will mean

that the training institution has deteriorated in its service delivery and it calls for action.

Any training is given for a brief period and, without reinforcement, gets lost over a period of time. Hence, periodic refresher training would be necessary.

Sensitization with respect to work ethics and values and self-development must form part of the core training programme for all the levels of staff. Similarly, change management within the organization should be a focus area for training.

The training programmes should preferably be in the proximity of posting. Training programmes should be organized for staff at the ULB level to save journey time and expenses. However, if that is not possible, staff should be given an opportunity for training at the State level every year. After completion of requisite training programmes, there should be an examination for promotions or new postings of staff where merit should be taken into account, so that training is taken seriously by everybody in the organization.

Finally, basic computer training including data networking and development of web content should be given continuously instead of only for a few days.

It is important to mention that during the course of this assignment the suggestion from the employees and the elected representatives from most of the ULBs was that training should be organized, region – wise or unit – wise and in the local language.

ANNEXURE I – LIST OF COMMON FUNCTIONS IN ULBS

1	Department:	PWD
	Objectives:	• Construction of roads, culverts and municipal buildings within municipal limits; • Repair and maintenance of roads, culverts and municipal buildings • Undertake development works under various Government schemes in municipal wards and schemes proposed by Members of Parliament and Legislators under the funds made available to them for carrying out development works within their constituencies
	Broad Functions:	• Invite tenders for works sanctioned • Carry out technical activities like preparation of cost estimates compilation of information from different departments • Preparation of answers on questions raised in the Assembly relating to the corporation • Routine road up gradation and repair and maintenance work • Supply of water through tankers • Conduct surveys, design, construct, improve and maintain roads and bridges • Construction and maintenances of public building • Plan, execute, and monitor development works under various Government schemes in municipal wards and schemes proposed by Members of Parliament and Legislators under the funds made available to them • Ensure Quality Control in all work undertaken by PWD • Execution and supervision of capital works • Preparation and forwarding of creditors' bills for verification and payment • Prepare detailed project report (DPR) • Preparation of departmental budget
2	Department:	Water Works
	Objectives:	To collect raw water, treatment of water and distribute clean drinking water to citizens within Municipal Territory
	Broad Functions:	• Operate and maintain head works, pump houses, storage reservoirs, filtration plants, overheads tanks, tube wells and hand pumps • Redressal of complaints related to water supply • Treatment of water • Regulation of water supply • Analysis of water samples • Maintenance of existing distribution networks and development of new distribution networks

		• Preparation of departmental budget
		• Float tenders for procurement
		• Facilitate Public Private Partnership (PPP) model for execution of various water works department projects
		• Advise in short listing the potential range of suppliers/ contractors for procurement of workshop & store items
		• Negotiate with prospective vendor /contractors
		• Overall tender contact management
		• Preparation of capital expenditure proposals
		• Checking and passing of bills
		• Laying of new pipe lines for water distribution
		• Coordination with PHED authorities.
		• Meter reading for billing the consumers
		• Operation and maintenance of water distribution system
		• Provision of new water supply connections
		• Regularization of illegal water connections
		• Redressal of complaints related to water supply
3	**Department:**	**Health**
	Objectives:	• To maintain cleanliness in the city
		• To look after the sanitation and public health of the town
		• To maintain sanitation and hygiene of the town by enforcing the laws
	Broad Functions:	• Plan for citywide waste management
		• Monitor collection and disposal of garbage within municipal territory
		• Registration of marriages and issue of marriage certificate
		• Management of liquid and solid waste, viz., sweeping of roads, garbage collection and disposal, cleaning and disinfecting of drains
		• Repair and covering of drains, privies, latrines, etc.
		• Construction of sanitary provisions for citizens
		• Quality control and supervision of the eatables in the market
		• Prevention and control of infectious and communicable diseases
		• Inspection and supervision of hotels, restaurants and meat/ mutton shops
		• Prevention of food adulteration
		• Control of stray dogs, pigs and other animals
		• Control of dairies
		• Registration of births and deaths
		• Management and supervision of low cost sanitation program
		• Management and supervision of family planning and welfare activities

		• Management and control of national tuberculosis, leprosy and other programmes
		• Management of malaria eradication programme
		• Vaccination of children and infants
		• Operation and maintenance of slaughterhouses
		• Management of dispensaries/hospitals, wherever applicable
		• Tender invitation & management
4	**Department:**	**Street Lighting**
	Objectives:	Maintenance of street lights in the territorial area
	Broad Functions:	• Street lighting maintenance & operations • Traffic signal maintenance • Timely complaint redressal • Procurement & distribution of store items • Contract management • Provide lighting facilities during special occasions like Dushera, Mohram, etc. • Pole shifting • Timer erection & maintenance • Repair & maintenance of corporation/nigam buildings • Financial responsibility • Preparation & maintenance of registers • Social responsibility functions
5	**Department:**	**Fire Brigade**
	Objectives:	• Responsible for rescue operations during fire and other accidents • Rescue of life and property in the case of emergency situations like fire, natural calamities, collapse of buildings etc.
	Broad Functions:	• Attend fire calls • Training of firemen on constant basis • Bring safety awareness to public • Hold mock fire drills • Other rescue activities • Administrative jobs
6	**Department:**	**Revenue**
	Objectives:	Realization of revenue from the Corporation's different own sources of income.
	Broad Functions:	• Collection of taxes

		• Recovery of taxes
		• Drafting guidelines for tax collection activities
		• Monitoring & controlling zonal activities
		• Redressal of citizens' complaints & tax related queries
		• Compilation of information regarding daily collection of taxes by zonal offices and reporting to the senior authorities
		• Issue warrants for recovery of arrears.
		• Issue self assessment forms to the citizens and assist them in filing the forms and providing the related information
		• Deposit the collected amounts in the account of the Corporation/ Nagar Parishad
		• Maintain the required registers
7	**Department:**	**Market**
	Objectives:	• To issue permit for opening new private markets • To allocate municipal shops • To collect rent from shops set within municipal territory
	Broad Functions:	• Maintenance of municipal shops and municipal markets • Allotment of constructed municipal shops • Issue permit for private markets • Collection of market rent • Removal of illegal and/or encroached shops
8	**Department:**	**Building Permission**
	Objectives:	• To receive all applications for building permission & issue permission • To inspect the premises for building permission • To issue necessary notices or orders where necessary to remove illegal, contrary to sanction, or unsafe construction • To ensure compliance with all requirement of safety, health & general welfare of the public
	Broad Functions:	• Receive applications from citizens • Inspection of premises • Sanction of building plan • To Check unauthorized construction • Check houses for demolition • Issue licenses

9	Department:	**Colony Cell**
	Objectives:	Registration of colonizers and grant permission for development of colonies
	Broad Functions:	• Registration of colonizers and approval of layouts of new colonies • Regularization of unauthorized colonies • Development of colonies
10	Department:	**Accounts & Finance**
	Objectives:	• Advise management on financial matters • Recording of receipts, payments and maintenance of accounts • Ensure all financial transactions are in accordance with the rules and procedures of Nagar Nigam/Parishad. • Prompt settlement of various payments
	Broad Functions:	• Compilation of annual budget • Maintenances of accounting records • Disbursement of funds • Check financial payments • Audit
11	Department:	**Computers**
	Objectives:	• To upkeep and maintain computer system • To build and develop information technology support for the organization
	Broad Functions:	• Implementation of computerization initiatives in the organization • Operation and maintenance of computer systems • Development of necessary Information Technology • Tender invitation & management
12	Department:	**Encroachment**
	Objectives:	• To ensure encroachment free city • To have a strong check on illegal constructions in the city
	Broad Functions:	• Receive complaints from citizens/commissioner office • Inspection of premises • Check unauthorized constructions (Encroachment site) • Administrative works • Handle emergency situations

13	Department:	**Administration & Establishment**
	Objectives:	• Ensure timely salary payment to staff • Compliance of all administrative responsibilities • Help employees become independent professionally
	Broad Functions:	• Preparation of pay bill • Maintenance of service book records • Maintenance of leave records of employees • Receive employees grievances • Issue guidelines to all departments & zones • Assist departments • Administrative responsibilities • Help employees • Other related functions
14	Department:	**Horticulture & Gardens**
	Objectives:	To grow, maintain, protect gardens and parks within Municipal Territory
	Broad Functions:	• Maintenance of gardens and parks • Developing new gardens • Maintenance of city statues and monuments • Greenery in city
15	Department:	**Government Schemes (Development)**
	Objectives:	• Provide financial assistance to citizens • Improve quality of life & develop citizens to make them independent • Help out people to become independent, financially as well as professionally
	Broad Functions:	• Provide financial assistance to citizens under the schemes • Management & administration of Government schemes • Act as a link between zila panchayat & the citizens • Deposit sanctioned money into concerned nationalized bank accounts • Provide timely information to citizens
16	Department:	**Law**
	Objectives:	To advise the Nagar Nigam/ Parishad on legal matters
	Broad Functions:	• To Provide legal advice and guidance to Corporation/ Parishad • Prosecution of cases in courts and litigation management • Legal documentation preparation

		• Protecting the interests of the Municipal Corporation/Parishad in the High Court, Labor Court and the Civil court
17	**Department:**	**Lease**
	Objectives:	To issue lease Agreements and charge lease rent from lease holders
	Broad Functions:	• Lease mutation and renewal • Issue lease agreement • To prepare development schemes or layouts of land belonging to Government • Issue NOC in case no objection found on property for diversion • Maintenance of land records within municipal territory • Delimitation • Land Survey /Valuation
18	**Department:**	**Public Relations Office**
	Objectives:	• It acts like a bridge between the people and the Corporation/Parishad • Highlight major achievements and day to day activities of corporation in both electronic and print media • Monitor the entire spectrum of media reports about the functioning of the Corporation/Parishad
	Broad Functions:	• Media management • Build organization as a brand • Communication • Build public awareness • Manage Public
19	**Department:**	**Record Room**
	Objectives:	• Upkeep and maintenance of old records and files of the Corporation/Nigam • Issue necessary copy of records to citizens or departments upon request
	Broad Functions:	• Assemble records • Upkeep and maintenances of records • Process citizen requests
20	**Department:**	**Advertisement**
	Objectives:	Regulation of the process of advertisements in public and private places by issuance of permission and licenses in valid cases and control and act against unauthorized advertisement activities
	Broad Functions:	• Receipt and scrutiny of applications • Tender processing and management

		• Sanction of valid advertisement application
		• Regulation and control of unauthorized erections
		• Issue licenses and charge commercial taxes

ANNEXURE II: DESIGNATION - WISE JOB DESCRIPTIONS AND THE COMPETENCIES REQUIRED BY THE ULB EMPLOYEES

Department: PWD			
Sr	**Designation**	**Job Responsibilities**	**Competencies Required**
1	Executive Engineer	➤ Project planning & execution including DPR preparation ➤ Tender approval & management ➤ Monitor construction & repair activities ➤ Provide leadership and support to the departmental employees ➤ Integration with the urban planning process ➤ Exploring new ways like PPP to executive projects and build revenues for the department ➤ Speedy decisions	➤ Basic & detailed civil engineering knowledge ➤ Project planning & control ➤ Cost & budget estimation ➤ Management skills ➤ Execellent communication skills ➤ Leadership skills ➤ Excellent knowledge and application of civil engineering related software ➤ Analytical skill ➤ Creativity and Innovation ➤ Decision making abilities
2	Assistant Engineer	➤ Site selection and supervision ➤ Project planning including DPR preparation ➤ Short listing of potential suppliers/contractors ➤ Ensure timely completion through monitoring and control ➤ Office administration ➤ Other work related responsibilities	➤ Engineering drawing and drafting skills ➤ Project planning & control knowledge ➤ Excellent knowledge and application of civil engineering related software ➤ Communication skills ➤ Inter personal skills ➤ Analytical skill ➤ Decision making ability ➤ Supervisory skills ➤ Innovative approach to solving urban development related departmental issues
3	Sub-Engineer	➤ Layout preparation of site ➤ Procurement of material at site ➤ Ensure availability of labour at site ➤ Monitor & inspect construction work ➤ Ensure Quality Control ➤ Report preparation	➤ Good technical knowledge ➤ Good knowledge and application of civil engineering related software ➤ Fluent in English/ Hindi/ local language

		➢ Other work related responsibilities	➢ Eye for detail
			➢ People skills
			➢ Housekeeping orientation
			➢
4	Dealing Clerk I Grade	➢ Registration of contractors	➢ Reading and writing skills
		➢ Record keeping	➢ Letter drafting ability
		➢ Assessment and preparation of tender documents	➢ Mathematical knowledge
		➢ Other work related responsibilities	➢ Reasoning ability
			➢ Willing to work under pressure
			➢ Good behaviour
			➢ Computer knowledge of MS Word and MS Excel

Department: Water Works			
Sr	Designation	Job Responsibilities	Competencies Required
5	Executive Engineer	➢ Monitor operations and maintenance of water works	➢ Engineering drawing and drafting skills
		➢ Contract management	➢ Leadership skills
		➢ Field visits	➢ Excellent communication skills
		➢ Monitor water tap connections	➢ Team orientation
		➢ Citizen interactions	➢ Analytic skills
		➢ Administrative responsibilities	➢ Decision making ability
		➢ Other work related responsibilities	➢ Sound knowledge of public health engineering
			➢ Negotiation skills
			➢ Project management including DPR preparation
6	Assistant Engineer	➢ Site supervision	➢ Engineering drawing and drafting skills
		➢ Monitor water meter readings	➢ Communication skills
		➢ Analysis of water samples	➢ Team orientation
		➢ Regularization of illegal water connections	➢ Decision making ability
		➢ Short list suppliers / contractors	➢ Negotiation skills
		➢ Ensure timely completion of contract work through monitoring and control	➢ Project management including DPR preparation
		➢ Administrative responsibilities	➢ Good knowledge of public health engineering
		➢ Other work related responsibilities	
7	Sub-Engineer	➢ Supervise & monitor pump operations	➢ Engineering drawing and drafting skills
		➢ Repair & maintenance of pumps and other equipment	➢ Communication skills

		➢ Cost estimation ➢ Contract billing ➢ Administrative responsibilities ➢ Other work related responsibilities	➢ Team orientation ➢ Analytical skills ➢ Patience ➢ PR skills ➢ Project management including DPR preparation ➢ Knowledge of public health engineering

Department: Health			
Sr	**Designation**	**Job Responsibilities**	**Competencies Required**
8	Health Officer	➢ Control and supervision over Health Department ➢ Tender invitation & management ➢ Planning and organizing health activities ➢ Address citizen complaints ➢ Registration and Issue of certificates ➢ Administrative Responsibilities ➢ Other work related responsibilities	➢ Communication skills ➢ Leadership Skills ➢ Thorough knowledge of the principles and practices of modern medicine and public health ➢ Analytical Skills ➢ Pro active approach to urban health issues
9	Chief Sanitary Inspector	➢ Monitor cleanliness activities ➢ Conduct shop visit to check shop license ➢ Monitor birth & death activities ➢ Administrative work ➢ Address citizen complaints ➢ Monitor other health activities ➢ Other work responsibility	➢ Good Knowledge of City geographical data ➢ Effective supervisory skills ➢ Excellent communication skills, oral and written ➢ Independent judgment in resolving problems ➢ Knowledge of various solid waste recovery programs ➢ Knowledge of occupational hazards and safety precautions ➢ Knowledge of operations related to solid waste management
10	Sanitary Inspector	➢ Supervision of cleanliness work ➢ Prevention of disease ➢ Control food adulteration ➢ Attend citizen complaints ➢ Administrative responsibilities ➢ Other work related responsibilities	➢ Knowledge of municipal laws related to public and community health programmes, public health care issues, policy, and programmes ➢ Able to maintain working relationships with health staff

Sr	Designation	Job Responsibilities	Competencies Required
			➢ Good Communication skills ➢ Healthy mind
11	Ward Supervisor	➢ Staff Supervision ➢ Field visits ➢ Attend citizen complaints ➢ Other work related responsibilities	➢ Supervisory skills ➢ Inter personal skills ➢ Communication skills
12	Shop License Clerk	➢ Issue of license forms ➢ Addressing citizen queries ➢ Administrative responsibilities ➢ Issue of shop license ➢ Other work related responsibilities	➢ Reading skills ➢ Letter drafting ability ➢ Mathematical skills ➢ Reasoning ability ➢ Good public relations ➢ Service orientation ➢ Good communication skills
13	Births & Deaths/ Marriage Registration Clerk	➢ Issue of marriage forms ➢ Provide necessary information to citizens ➢ Case preparation for approvals ➢ Draft letters & replies ➢ Administrative responsibilities ➢ Other work related responsibilities	➢ Good written & oral skills in English/ Hindi/local language ➢ Computer knowledge of MS Word and MS Excel ➢ Knowledge of Municipal administration

Department: Street Lighting			
Sr	Designation	Job Responsibilities	Competencies Required
14	Executive Engineer	➢ Upkeep and maintenance of street lights ➢ Contract management ➢ Weekly site visits ➢ Monitor electric pole shifting ➢ Ensure Quality Control ➢ Administrative responsibilities ➢ Other work related responsibilities	➢ Knowledge of tools, material and equipment needed to maintain and repair street lights ➢ Leadership skills ➢ Good written and oral communication skills ➢ Analytic ability ➢ Negotiation skills ➢ Inter personal skills
15	Assistant Engineer	➢ Preparation of designs and drawings ➢ Estimate preparation ➢ Short list the potential suppliers/ contractors ➢ Field direction and supervision	➢ Communication skills ➢ Team orientation ➢ Presence of mind ➢ Decision making ability ➢ Good knowledge of software knowledge and

		➢ Ensure Quality Control ➢ Other work related responsibilities	its applicability involving the technical job responsibilities ➢ Service orientation
16	Sub Engineer	➢ Management of street lights ➢ Estimate preparation ➢ Contract monitoring ➢ Cost estimation and bill processing ➢ Administrative responsibilities ➢ Other work related responsibilities	➢ Thorough knowledge of street lighting design, operation and maintenance ➢ Proactive approach to maintenance ➢ Good technical skills ➢ Supervisory skills ➢ Service orientation
17	Electrical Supervisor	➢ Receive and address complaints ➢ Distribution of electric work load ➢ Maintenance of street lights ➢ Maintenance of registers ➢ Administrative responsibilities ➢ Other work related responsibilities	➢ Written & oral communication skills ➢ Analytical skills ➢ Capability to observe and interpret situations & take remedial action ➢ Knowledge of principles, methods and equipment used in installation, maintenance and repair of electrical equipment and devices ➢ Good supervisory skills
18	Lineman	➢ Maintenance & repair of street lights ➢ Generate daily reports ➢ Inventory procurement ➢ Other work related responsibilities	➢ Knowledge of Hindi/ local language ➢ Knowledge of electrical system and operation ➢ Knowledge of and ability to apply stringent safety rules for electrical system construction, maintenance, and operation ➢ Safety orientation ➢ Good behaviour

Department: Fire Brigade			
Sr	**Designation**	**Job Responsibilities**	**Competencies Required**
19	➢ Superintendent	➢ Thorough knowledge of disaster management ➢ Quick response to fire related accidents quickly ➢ Handle emergency situations ➢ Assess the situation at an	➢ Quick decision making ability ➢ Disciplined ➢ Knowledge of fire equipments & their usage ➢ Administrative capabilities

		➤ incident scene ➤ Safeguard firemens' interests ➤ Administrative responsibilities ➤ Allotment of mortuary van ➤ Other work related responsibilities ➤ Training the staff	➤ disaster planning ➤ Leadership
20	➤ Assistant Superintendent	➤ Thorough knowledge of disaster management ➤ Quick response to fire related accidents quickly ➤ Supervision of operations during fire accidents ➤ Administrative responsibilities ➤ Other work related responsibilities	➤ Skill & ability to communicate effectively in both oral & written English/local language ➤ Knowledge of fire suppression techniques ➤ Knowledge of safety procedures ➤ Ability to work effectively during emergencies ➤ Public relations ➤ Physical fitness
21	➤ Head fireman	➤ Attend emergency Incidents quickly ➤ Find actual position of fire ➤ Minimize fire related hazards ➤ Inspection & maintenance of fire equipment ➤ Other work related responsibilities	➤ Presence of mind ➤ Quick decision making ability ➤ Physically fitness ➤ Courage ➤ Well trained on fire fighting ➤ Team orientation
22	➤ Fireman	➤ Responding to orders of superiors ➤ Minimize fire related hazards ➤ Maintenance of fire equipment ➤ Other work related responsibilities	➤ Presence of mind ➤ Physical fitness ➤ Brave ➤ Well trained on fire fighting
23	➤ Driver	➤ Respond to emergency calls ➤ Assist in fire suppression operations ➤ Maintenance of fire equipment ➤ Maintain registers & logs ➤ Other work related responsibility ➤ Safely operate department vehicles, apparatus and other emergency equipment	➤ Good driving skills ➤ Ability to work under stress ➤ Good use of judgment in emergency situations ➤ Tactful response to requests and inquiries from the general public ➤ Alertness ➤ Knowledge of safety and first aid

Department: Revenue			
Sr	**Designation**	**Job Responsibilities**	**Competencies Required**
24	Revenue Officer	➢ Monitor tand inspect ax collection activities ➢ Respond to audit objections ➢ Identifying complex problems and reviewing those to develop and evaluate options and implement solutions ➢ Administrative responsibilities ➢ Other work related responsibilities	➢ Ability to work in teams ➢ Analytic skills ➢ Reasoning ability ➢ Good knowledge and understanding of municipal tax procedures ➢ Budgeting & forecasting techniques ➢ Hands on computer knowledge and continuous upgradation ➢ PR skills ➢ Assertiveness ➢ Management skills
25	Divisional Officer	➢ Monitor Government schemes ➢ Revenue collection ➢ Address citizen complaints ➢ Tender Invitation & management ➢ Administrative responsibilities ➢ Other work related responsibilities	➢ Leadership Skills ➢ Analytic Ability ➢ Good communication skills ➢ Computer Knowledge ➢ Budgeting & forecasting ➢ PR skills ➢ Assertiveness
26	Revenue Inspector	➢ Check assessment forms ➢ Provide tax related information to citizens ➢ Monitoring and supervise tax cash collection ➢ Levy penalty & arrears of tax ➢ Report generation ➢ Coordination ➢ Administrative responsibilities ➢ Other work related responsibilities	➢ Thorough knowledge of statutes, forms, and procedures of the concerned Municipal Corporation/ Nigam Act ➢ Ability to organize and process data using multiple computer database and spreadsheets ➢ Analytic skills ➢ Reasoning ability ➢ Disciplline ➢ Communication skills
27	Assistant Tax Super-intendent	➢ Monitor tax collection activities ➢ Recovery of taxes ➢ Planning revenue activities ➢ Citizens' redressal ➢ Issue notice to defaulters	➢ Thorough functional knowledge ➢ Perfect understanding of procedures and processes ➢ Mathematical Skills ➢ Logical & reasoning ability

Sr	Designation	Job Responsibilities	Competencies Required
		➢ Monitor/assess performance of other individuals to take corrective action ➢ Administrative responsibilities ➢ Other work related responsibilitie	➢ Understanding of tax related rules & procedures ➢ Effective communication ➢
28	Clerk	➢ Receive & dispatch letters ➢ Office administration responsibilities ➢ Other work related responsibilities	➢ Good oral & written English/ Hindi and local language skills ➢ Computer knowledge of MS Word and MS Excel ➢ Letter drafting ability
29	Tax Collector	➢ Take notice of new properties getting constructed within the jurisdiction of the Municipal Corporation/Nigam ➢ Issue notice regarding property and water tax payment ➢ Assist citizens ➢ Maintain requiried registers ➢ Communicate imposition of penalty to the defaulters ➢ Other work related responsibilities	➢ Mathematical skills ➢ Communication skills ➢ Knowledge of municipal taxes ➢ Problem solving ability ➢ Reasoning Ability ➢ Patience ➢ High listening skills ➢ Negotiation skills

Department: Market			
Sr	Designation	Job Responsibilities	Competencies Required
30	Market Superintendent	➢ Allotment of shops ➢ Receive daily routine reports ➢ Removal of illegal shop encroachment ➢ Public dealing ➢ Administration responsibilities ➢ Other work related responsibilities	➢ Thorough geographical knowledge of the municipal area ➢ Computer knowledge ➢ Supervision ability ➢ Planning skills ➢ Good PR
31	Market Inspector	➢ Supervision of rent collection activity ➢ Inspection of illegal construction of shops ➢ Preparation of daily routine reports ➢ Assist Market Superintendent ➢ Other work related responsibilities	➢ Good Communication skills ➢ Supervisory skills ➢ Ability to work in team ➢ Physically strong ➢ Assertiveness ➢ Tactfullness to deal with public
32	Revenue Collector	➢ Daily rent collection ➢ Deposit rent with the Head	➢ Familiarity with municipal rent collection procedures

		Revenue Collector		
		➢ Preparation & maintenance of daily accounting transactions		➢ Good communication skills in English/ Hindi/local language
		➢ Communicate daily report to Superintendent		➢ Willing to travel daily
		➢ Issue warning for arrears of shop rent		➢ Accounting Knowledge
		➢ Other work related responsibilities		➢ Meticulous in record keeping
33	Dealing Clerk	➢ Prepare daily records		➢ Knowledge of municipal administration
		➢ Receive & dispatch letters		➢ Good written & oral skills in English/ Hindi/local language
		➢ Office administrative responsibilities		➢ Computer knowledge of MS Word and MS Excel
		➢ Other work related responsibilities		➢ Good knowledge of basic mathematics

Department: Building Permission			
Sr	**Designation**	**Job Responsibilities**	**Competencies Required**
34	Building Officer	➢ Examine building plan	➢ Technical – GIS mapping skills
		➢ Effective control on building activity	➢ Engineering drawing and drafting skill
		➢ Identify hazardous & unauthorized building	➢ Communication skills
		➢ Address citizen complaints	➢ Public relations
		➢ Ensure saftey to the cirizens	➢ Quick decision making skills, Interpersonal skills
			➢ Computer operating skills including AUTOCAD
35	Sub Engineer	➢ Examination of building site (residential, semi-residential, commercial, non commercial)	➢ Technical – GIS mapping skill
		➢ Preparation of technical report	➢ Engineering drawing and drafting skills
		➢ Checking unauthorized Construction	➢ Communication skills and
		➢ Identify unsafe houses for demolition	➢ Public relations
			➢ Skill in judging the situation and people and dealing with tact and understanding
			➢ Team orientation
			➢ Computer operating skills including AUTOCAD
36	Building Clerk	➢ Deal with building files	➢ Good written & verbal

| | | ➤ Report preparation
➤ Administrative work | knowledge of Hindi/
English and the local
language

➤ Good knowledge of MS
Word and MS Excel

➤ Knowledge of all types of
building fees |

Department: Colony Cell

Sr	Designation	Job Responsibilities	Competencies Required
37	Executive Engineer	➤ Registration and renewal of colonies ➤ Regularization of unauthorized colonies ➤ Development of colonies ➤ Administrative responsibilities	➤ Engineering drawing and drafting skill ➤ Thorough knowledge of town planning and architecture ➤ Preparation of DPR ➤ Communication skills ➤ Team orientation ➤ Decision making ability
38	Assistant Engineer	➤ Development of colonies ➤ Regularization of unauthorized colonies ➤ Correspondence ➤ Supervision of colony construction activities ➤ Administrative responsibilities	➤ Civil engineering knowledge ➤ Advanced knowledge of various construction ➤ Communication Skills ➤ Knowledge of municipal administration ➤ Computer knowledge ➤ Team orientation
39	Sub Engineer	➤ Knowledge of colonizer licensing ➤ Issue development permission ➤ Regularization of illegal colonies after permission ➤ Verification of building permission application ➤ Other work related responsibilities	➤ Technical – GIS mapping skill ➤ Engineering drawing and drafting skill ➤ Communication skills ➤ Public relation ➤ Team orientation ➤ Computer operating skills including AUTOCAD
40	Assistant Superintendent	➤ Maintain accounting records ➤ Communicate to higher authorities regarding various correspondence received ➤ Daily administrative responsibilities ➤ Other work related responsibilities	➤ Good oral & written communication skills ➤ Ability to maintain financial & other records with an attention to detail, providing needed information as requested ➤ Strong computer skills

			➢ Ability to supervise departmental employees in an effective manner
41	III Grade Clerk	➢ Receive & dispatch letters ➢ Routine work responsibilities ➢ Other work related responsibilities	➢ Good oral & written skills in Hindi, English & the local language ➢ Computer skills including knowledge of MS Word and MS Excel ➢ Letter drafting ability

Department: Accounts & Finance			
Sr	**Designation**	**Job Responsibilities**	**Competencies Required**
42	Chief/ Accounts Officer	➢ Compilation of annual budget ➢ Maintenance of accounting records ➢ Disbursement of funds ➢ Check financial payments ➢ Preparation of various accounting reports ➢ Administrative responsibilities	➢ Knowledge of accounting principles, including internal control systems, cost accounting, and general ledger ➢ Ability to perform mathematical calculations ➢ Ability to establish and maintain working relationships with vendors/Suppliers and departmental staff and management ➢ Leadership skills
43	Accountant	➢ Ledger maintenance ➢ Monitor payment of Various works ➢ Preparation of financial reports ➢ Establish, maintain and control various account procedures ➢ Administrative work	➢ Strong communication skills ➢ Information seeking and task monitoring ➢ Supervisory skills ➢ Stress tolerance ➢ Proficiency in relevant accounting software ➢ Knowledge of accounting principles and practices ➢ Kowledge of financial principles ➢ Knowledge of MIS ➢ Technical accounting skills
44	Superintendent / Head Clerk	➢ Processing of Government grant received ➢ Processing housing and urban development corporation limited loans	➢ Intermediate knowledge of Excel & basic knowledge of Word ➢ Ability to interact effectively with others

		➤ Report preparation ➤ Administrative work	➤ High level of accuracy and analytical skills with attention to detail ➤ Reading skills ➤ Writing skills ➤ Letter drafting skills
45	Clerks (Budget Clerk, Cheque Writer)	➤ Estimate preparation ➤ Report preparation ➤ Entry in cash book ➤ Voucher preparation ➤ Preparation & Issue of cheques	➤ Accounting knowledge ➤ Mathematical skills ➤ Computer knowledge including Knowledge of Tally software

Department: Computers			
Sr	**Designation**	**Job Responsibilities**	**Competencies Required**
46	Officer In Charge	➤ Implementation of computerization initiatives in the organization ➤ Planning and organizing computers for the department ➤ Tender invitation & management ➤ Administrative responsibilities ➤ Other work related responsibilities	➤ Good knowledge of municipality working ➤ Sound IT knowledge ➤ Leadership skills ➤ Analytic skills ➤ Negotiation skills ➤ Strong interpersonal relations ➤ Open to learning
47	Clerk	➤ Maintenance of computers ➤ Development of software applications ➤ Stock maintenance ➤ Administrative work ➤ Other work related responsibilities	➤ Software development skills ➤ Hardware knowledge Communication skills ➤ Understanding of municipality working ➤ Coordination ability

Department: Encroachment			
Sr	**Designation**	**Job Responsibilities**	**Competencies Required**
48	Encroachment Superintendent	➤ Check unauthorized constructions ➤ Check illegal constructions for demolition ➤ Correspondence ➤ Communicate to higher authorities regarding various correspondence received ➤ Handle emergency situations ➤ Administrative responsibilities	➤ Knowledge about building bye – laws ➤ Communication skills ➤ Team orientation ➤ Decision making ability ➤ Willing to work under pressure ➤ Meticulous ➤ Good citizen service

			mindset
			➢ Safety awareness
49	Encroachment Inspector	➢ Receive complaints from citizens	➢ Supervisory Skills
		➢ Inspection of premises and removal of encroachment	➢ Analytic skills
			➢ Leadership skills
		➢ Document ation and maintenance of accurate records for encroachments	➢ Willing to work under pressure
		➢ Handling emergency situations	➢ Meticulous
		➢ Other work related responsibilities	➢ Good citizen service mindset

Department: Administration & Establishment			
Sr	Designation	Job Responsibilities	Competencies Required
50	Office Superintendent	➢ Timely Salary payment to staff	➢ Initiative
		➢ Develop and maintain administrative procedures	➢ Reading skills
		➢ Recruitment	➢ Writing skills
		➢ Promotion of employees	➢ Letter drafting ability
		➢ Prepare necessary documents for transfers	➢ Mathematical skills
			➢ Reasoning ability
		➢ Leave management of employees	➢ Willing to work under pressure
		➢ Pension cases	➢ Meticulous
		➢ Enquiries	➢ Good employee service & citizen service mindset
		➢ Legislative Assembly business	
		➢ Take action against complaints	
		➢ Litigation	
		➢ Office management	
		➢ Other work related responsibilities	
51	Head Clerk	➢ Administrative work	➢ Reading skills
		➢ Maintenance of service book of employees	➢ Writing skills
		➢ Supervision of pay bill	➢ Letter drafting ability
		➢ Leave management of employees	➢ Mathematical skills
			➢ Reasoning ability
		➢ Clear employees & departmental queries	➢ Willing to work under pressure
		➢ Other work related responsibilities	➢ Meticulous
			➢ Good citizen service mindset
52	Departmental Clerk	➢ Maintenance of service book of establishment employees	➢ Reading skills
		➢ Preparation of pay bill	➢ Writing skills
			➢ Letter drafting ability

| | | ➤ Leave management of establishment employees
➤ Clear employees & department queries
➤ Other work related responsibilities | ➤ Reasoning ability
➤ Willing to work under pressure
➤ Meticulous
➤ Good citizen service mindset |

Department: Horticulture & Gardens

Sr	Designation	Job Responsibilities	Competencies Required
53	Garden Superintendent	➤ Maintenance of gardens and parks ➤ Developing new gardens ➤ Maintenance of city statues and monuments ➤ Greenery in city ➤ Administrative responsibilities ➤ Other work related responsibilities	➤ Conceptual skills ➤ Leadership skills ➤ Designing skills ➤ Analytic skills ➤ Good Communication skills ➤ Knowledge about soil ➤ Knowledge about horticulture environment
54	Gardener	➤ Preparation & maintenance of flower beds ➤ Making of hedges ➤ Maintenance of gardens ➤ Upkeep of garden tools & equipment ➤ Other work related responsibilities ➤ Understand and follow oral and/ or written instructions	➤ Knowledge of trees, plants, shrubs and lawns ➤ Knowledge of gardening methods and tools ➤ Understanding of herbicide and insecticide applications ➤ Knowledge of Irrigation system ➤

Department: Government Schemes (Development)

Sr	Designation	Job Responsibilities	Competencies Required
55	Head of The Department	➤ Management & administration of Government Schemes/ work ➤ Acting as a link between zilla panchayat & citizens ➤ Deposit of sanctioned money into concerned nationalized bank accounts ➤ Complaint redressal ➤ Administrative responsibilities ➤ Other work related esponsibilities	➤ Thorough knowledge of the urban development/ upliftment schemes and their application ➤ Management skills ➤ Leadership skills ➤ Analytic ability ➤ Excellent communication skills ➤ Excellent inter personal relations
56	Nodal Officer	➤ Coordination ➤ Conduct reviews	➤ Through knowledge about the urban reforms

			and the processes
		➢ Project administration	➢ Analytical skills
		➢ Other work related responsibilities	➢ Decision making skills
			➢ Coordination orientation
			➢ Leadership skills
			➢ Excellent communication skills
			➢ Strong IT skills
			➢ Excellent inter personal skills
			➢ Good knowledge of financial planning
57	Community Development Officer	➢ Facilitate community/ slum development ➢ Establish and support community groups ➢ Provide aid to urban poor ➢ Community research ➢ Administrative responsibilities ➢ Other work related responsibilities	➢ Good understanding of community involvement in development and partnership ➢ Good communication skills ➢ Ability to work as a member of a team ➢ Strong interpersonal skills ➢ Strong leadership skill ➢ Motivational skills ➢ Stress tolerance
58	II Grade Clerk	➢ Receiving Government welfare forms from various applicants of different zones ➢ Giving necessary information to citizens regarding various Government schemes ➢ Communicating approval of sanctioned amounts to the beneficiaries ➢ Record keeping ➢ Other work related responsibilities	➢ Good written & verbal knowledge of English/ Hindi/ local language ➢ Good knowledge of MS Word and MS Excel ➢ Knowledge of all rules of Government schemes for the urban sector
59	III Grade Clerk	➢ Preparation of new list of citizens under various Government schemes before Women & ➢ Child Committee ➢ Preparation of demand letter & sending it to Zilla Panchayat cashier ➢ Making necessary accounting entries on receipt of cheques from Zilla Panchayat ➢ Preparation & maintenance of	➢ Good written & verbal knowledge of English/ Hindi/local language ➢ Good knowledge of MS Word and MS Excel ➢ Knowledge of all rules of Government schemes ➢ Service orientation ➢ Office management

		cash book	
		➢ Receipt of Swarn Jayanti Rojgar forms from citizens & sending to concerned banks for approval of loan	
		➢ Record keeping	
		➢ Attend meetings	
		➢ Other work elated responsibilities	

Department: Law			
Sr	Designation	Job Responsibilities	Competencies Required
60	Chief Law Officer	➢ Provide legal advice and legal opinion to the corporation ➢ Issue legal guidelines ➢ Prepare prosecution cases and strategize to defend those ➢ Legal documentation preparation and drafting ➢ Other work related responsibilities	➢ Ability to communicate clearly and tactfully ➢ Thorough knowledge of Law, Municipal Acts and court proceedings ➢ Reasoning ability ➢ Analytical skills ➢ Assertiveness ➢ Good PR

Department: Lease			
Sr	Designation	Job Responsibilities	Competencies Required
61	Estate Officer	➢ Monitor and control lease mutation and renewal ➢ Administer land layouts ➢ Conduct site visits to the areas to be delimited and prepare related land layouts ➢ Administrative responsibilities ➢ Other work related responsibilities	➢ Strong functional knowledge ➢ Leadership skills ➢ Analytic skills ➢ Drawing skills ➢ Planning and organizing abilities ➢ Legal functional knowledge
62	Sub-Engineer	➢ Lease mutation and renewal ➢ Site visits ➢ Issue of lease agreement ➢ Prepare all necessary lease documents regarding property diversion including NOC ➢ Maintenance of land records within municipal territory ➢ Administrative responsibilities ➢ Other work related responsibilities	➢ Analytic skills ➢ Communication skills ➢ Computer knowledge including AUTOCAD ➢ GIS mapping skill ➢ Engineering drawing and drafting skills ➢ Legal functional knowledge

| 63 | Assistant Draftsman | ➢ Lease renewal
➢ Lease mutation
➢ Obtain NOC from Nazul
➢ Map preparation
➢ Delimitation supervision
➢ Administrative responsibilities
➢ Other work related responsibilities | ➢ Good reading and writing skills
➢ GIS mapping skill
➢ Sound judgement
➢ Tactfulness in dealing with people
➢ Engineering drawing and drafting skill
➢ Computer Knowledge including AUTOCAD |
| 64 | Tracer | ➢ Map tracing
➢ Administrative responsibilities
➢ Other work related responsibilities | ➢ Analytical skills
➢ Drawing skills
➢ GIS mapping skill
➢ Computer knowledge |

Department: Public Relations Office			
Sr	**Designation**	**Job Responsibilities**	**Competencies Required**
65	Public Relation Officer	➢ Develop and maintain reputation of Corporation/ Parishad ➢ Manage media in favour of the Corportaion/ Parishad ➢ Public interactions ➢ Prepare internal news letters ➢ Other work related responsibilities	➢ Sound knowledge of local language, Hindi and English ➢ Excellent interpersonal skills ➢ Excellent communication skills ➢ Reasoning ability ➢ Public relations skills ➢ Crisis management

Department: Record Room			
Sr	**Designation**	**Job Responsibilities**	**Competencies Required**
66	Record In-charge	➢ Maintain all departmental file records ➢ Receive application from citizens regarding their requirements ➢ Report preparation ➢ Present necessary records on demand ➢ Other work related responsibilities	➢ Good administrative skills ➢ Discipline ➢ Reasoning ability ➢ Good written and oral skills in English/Hindi/local language ➢ Inventory management ➢ Computer knowledge including application of software ➢ Housekeeping ➢ Document tracking

67	Record Clerk	➤ Maintain updated records ➤ Systematic arrangement of records ➤ Assist citizens ➤ Administrative responsibilities ➤ Other work related responsibilities	➤ Reading skills ➤ Writing skills ➤ Letter drafting ability ➤ Meticulous ➤ Service orientation ➤ System and process orientation

Department: Advertisement			
Sr	Designation	Job Responsibilities	Competencies Required
68	Executive Engineer	➤ Tender invitation and management ➤ Monitor contract works ➤ Check illegal hoardings ➤ Sanction of hoardings at private land ➤ Installation, erection and commissioning of hoardings ➤ Administrative responsibilities ➤ Other work related responsibilities	➤ Basic and detailed engineering knowledge ➤ Sound knowledge of legislation to provide guidance to people ➤ Sound knowledge of construction activities ➤ Leadership qualities ➤ Fluency in English and Hindi/local language ➤ Negotiation skills ➤ Decision making skills ➤ Assertiveness ➤ Judgment and problem-solving abilities
69	Sub Engineer	➤ Site visits ➤ Tender document analysis ➤ Field verification ➤ Preparation of technical report ➤ Check Illegal structures ➤ Other work related responsibilities	➤ GIS mapping skill ➤ Engineering drawing and drafting skills ➤ Communication skills ➤ Public relations ➤ Team work orientation Negotiation skills ➤ Computer operating skills including ➤ AUTOCAD
70	Market Inspector	➤ Site visits ➤ Inspect and check illegal construction of advertisement devices ➤ Preparation of daily routine reports ➤ Assist sub-engineer ➤ Other work related responsibilities	➤ Good Communication skills ➤ Supervisory skills ➤ Ability to work in team ➤ Agility ➤ Eye for detail ➤ Assertiveness ➤ Good knowledge of

			municipal laws
71	Dealing Clerk	➢ Receive and dispatch letters ➢ Prepare tender documents ➢ Office administration responsibilities ➢ Other work related responsibilities	➢ Good written and oral skills in English/Hindi/ local language ➢ Office management skills ➢ Computer knowledge of MS Word and MS Excel ➢ Knowledge of municipal administration ➢ Good knowledge of basic mathematics

ANNEXURE III: DEPARTMENT – WISE SUMMARY OF THE COMPETENCY GAPS OF THE EMPLOYEES OF ULBS

Department: PWD		
Sr.	**Designation**	**Competency Gaps**
1	Executive Engineer	• Low level of knowledge on land development • Lack of awareness about traffic management • Low exposure to advanced civil engineering software • Project planning • Existing process of monitoring, review and Quality control procedure not adequate to fulfil the reforms requirements • Very low exposure to computers and job related computer software • Low exposure to project planning implementing & monitoring
2	Assistant Engineer	• Not exposed to the latest techniques of construction engineering • No exposure to structural engineering and/or software and computerized planning techniques • Low level of exposure to urban planning, project planning and quality control • Personal inefectiveness
3	Sub-Engineer	• No exposure to structural engineering • Low level of understanding of urban reforms • Low level of exposure to computerization software like CAD • Communication gap • Haphazard way of maintaining records • Low level of awareness about payment related issues
4	Dealing Clerk I Grade	• Unable to cope up with the job stress • No exposure to e – tendering

Department: Water Works		
Sr.	**Designation**	**Competency Gaps**
5	Executive Engineer	• Lack of latest knowledge on project planning & implementation; performance planning, benchmarking & monitoring service delivery to the poor • Very limited exposure to good practices related to water works function in other ULBs

		• No exposure to efficient management of social impacts
6	Assistant Engineer	• Insufficient knowledge about project planning & implementation; performance planning & monitoring
		• Lack of knowledge about monitoring of water leakages through GIS
7	Sub-Engineer	• Work related stress
		• Not able to close contracts expeditiously
		• No control on quality parameters

Department: Health		
Sr.	**Designation**	**Competency Gaps**
8	Health Officer	• Low level of awareness about health management issues
		• Low level of service delivery
		• Low level of understanding of English language
		• Very low exposure to job related good practices
		• Very less exposure to waste management espe cially e - waste
9	Chief Sanitary Inspector	• Lack of latest knowledge about management, segregation and disposal of solid waste
10	Sanitary Inspector	• Low level of awareness about environment management
		• Tendency to externalize issues
		• Low level of understanding of English language
		• Cluttered mind
11	Ward Supervisor	• Not exposed to health related awareness programmes
12	Shop License Clerk	• Poor personal image
13	Births & Deaths/ Marriage Registration Clerk	• Low level of knowledge of e- Governance process for birth & death registration
		• Computer Illiteracy

Department: Street Lighting		
Sr.	**Designation**	**Competency Gaps**
14	Executive Engineer	• Very low level of knowledge about job related Best practices
		• Nothing specific, however, visits abroad for seeing good practices may further enhance skills
15	Assistant Engineer	• Lack of adeqaute knowledge of panel designing
		• Limited exposure to energy management
16	Sub Engineer	• Not exposed to software required for costs estimation
		• Very low exposure to good practices in other ULBs
17	Electrical Supervisor	• Reactive approach to maintenance function
		• Disregard to safety norms

		• Procrastination
		• Haphazard record keeping
18	Lineman	• Orthodox manner of attending to the maintenance function
		• Disregard to safety norms
		• Procrastination
		• Overeacting to public grievances

Department: Fire Brigade		
Sr.	Designation	Competency Gaps
19	Superintendent	• Unable to manage disasters
20	Assistant Superintendent	• Low exposure to fire safety and disasters
21	Head fireman	• Low exposure to fire safety and disasters
22	Fireman	• Low exposure to fire safety
23	Driver	• Low exposure to fire safety

Department: Revenue		
Sr.	Designation	Competency Gaps
24	Revenue officer	• Very limited exposure to e - governance
25	Divisional Officer	• Insufficient knowledge about water tax management system and financial framework
26	Revenue Inspector	• Computer Illiteracy
		• Communication
		• Poor English language
27	Assistant tax Superintendent	• Not exposed to urban development process
		• Poor English language
28	Clerk	• Computer Illiteracy
29	Tax Collector	• Low level of knowledge about panning & budgeting

Department: Market		
Sr.	Designation	Competency Gaps
30	Market Superintendent	• Lack of knowledge/awareness about e- Governance
		• Low level of administrative skills
		• Low level of understanding of English language
		• Not current with avenues of increasing revenue
31	Market Inspector	• Ineffectiveness while dealing with public
32	Revenue Collector	• Low level of knowledge about revenue mobilization, understanding of tax accounting system/ practices
33	Dealing Clerk	• Basic knowldge of computers

Department: Building Permission		
Sr.	Designation	Competency Gaps
34	Building Officer	• No exposure to e- Governance • Low exposure to urban planning process • Slow at obtaining mapping information • Low exposure to computers and the job related software
35	Sub Engineer	• No knowledge of GIS
36	Building Clerk	• No exposure to urban planning process • Very less exposure to computer working

Department: Colony Cell		
Sr.	Designation	Competency Gaps
37	Executive Engineer	• Low level of exposure to modern project management techniques
38	Assistant Engineer	• Very low exposure to urban planning process
39	Sub Engineer	• No exposure to using computer aided software for the project planning
40	Assistant Superintendent	• Most of the records maintained manually in the absence of computerization resulting into delay in capturing the data
41	III Grade Clerk	• Personal Ineffectiveness

Department: Accounts & Finance		
Sr.	Designation	Competency Gaps
42	Chief/ Accounts Officer	• Low level of exposure to advanced accounting software like double entry system • Low level of knowledge about financial planning • No exposure to asset/laibility management • Low level of urban reforms and MIS
43	Accountant	• Low knowledge on urban reforms • Most of the work done manually • Low level of understanding of English language • Lack of knowledge about double entry system • Very low exposure to rules ragarding tax collection & expnditure management
44	Superintendent / Head Clerk	• Low level of understanding of accounting reforms • Lack of knowledge about e - governance
45	Clerks (Budget Clerk, Cheque Writer)	• Low level of computer knowledge • Lack of knowledge about using computers for storing data and procurement planning and execution process • Manual banking

		• Traditional manner of book keeping

Department: Computers		
Sr.	**Designation**	**Competency Gaps**
46	Officer In Charge	• Low level of knowledge about e – tendering • No exposure to payroll system
47	Clerk	• No knowledge of IT software applicable to the urban bodies

Department: Encroachment		
Sr.	**Designation**	**Competency Gaps**
48	Encroachment Superintendent	• Unable to handle public pressure • Absence of information system to track encroachments
49	Encroachment Inspector	• Ad hoc approach to handling the job in the absence of any effort made to develop systems • Low level of knowledge urban laws

Department: Administration & Establishment		
Sr.	**Designation**	**Competency Gaps**
50	Office Superintendent	• Low knowledge of rules and regulations, schemes pertaining to urban development • Low personal effectiveness • Low on cooperation and coordination especially on payment issues • Poor office record keeping • Low exposure to information technology • Work related stress
51	Head Clerk	• Low level of understanding of role of administrative function including implementation of rules & regulations
52	Departmental Clerk	• Low level of knowledge and understanding of administrattive rules • Haphazard manner of preserving service records

Department: Horticulture & Gardens		
Sr.	**Designation**	**Competency Gaps**
53	Garden Superintendent	• No exposure to modern landscaping and horticulture
54	Gardener	• No exposure to drip irrigation system • No functional knowledge of insecticides & herbicides

Department: Government Schemes (Development)		
Sr.	**Designation**	**Competency Gaps**
55	Head Of The	• Low level of exposure to computerization

	Department	• Indecisiveness faced when taking decisions
56	Nodal Officer	• Low exposure to urban planning process including JnNRUM & RAY directives like rehabilitation of slums
		• Lack of exposure to monitoring projects and e – Governance
		• Low exposure to planning & budgeting; expenditure management; procurement planning & execution; revenue mobilization, asset/liability management; auditing; monitoring & review of projects; quality control; and IT standarization
57	Community Development Officer	• Low level of understanding of urban poverty including poverty alleviation, urban planning process, and management required under the reforms
58	II Grade Clerk	• Low exposure to office management
		• Low level of understanding of English language
59	III Grade Clerk	• Computer Illiteracy
		• Low level of understanding of English language

Department: Law		
Sr.	Designation	Competency Gaps
60	Chief Law Officer	Lack of proper knowledge about Aadhar related direct payment system

Department: Lease		
Sr.	Designation	Competency Gaps
61	Estate Officer	• No exposure to modern estate management
		• No direct exposure to updation on the legal aspects of estate management
62	Sub-Engineer	• Very low exposure to computer skills including AUTOCAD for preparing engineering drawings and designs
		• No direct exposure to updation on the legal aspects of estate management
		• No knowledge about GIS
63	Assistant Draftsman	• Very low exposure to computer skills including AUTOCAD for preparing engineering drawings and designs
		• No knowledge about GIS
64	Tracer	• Dependence on manual process
		• No knowledge about GIS

Department: Public Relations Office		
Sr.	Designation	Competency Gaps
65	Public Relation Officer	• Low level of exposure to financing framework and service delivery to the urban poor required under the reforms
		• Lack of exposure to use of web for service delivery

| | | • Deficiency in reasoning ability |
| | | • Lack of brevity |

Department: Record Room		
Sr.	**Designation**	**Competency Gaps**
66	Record In-charge	• Poor housekeeping • Duplication of records • Low exposure to computerization and software programming for record keeping
67	Record Clerk	• Haphazard manner of record keeping • Low exposure to computer working

Department: Advertisement		
Sr.	**Designation**	**Competency Gaps**
68	Executive Engineer	• Not exposed to e – tendering • Not exposed to the established process of negotiating a contract • Absence of sytematic updation of knowledge especially on legal compliances
69	Sub Engineer	• Not exposed to computer working including AUTOCAD and GIS • Communication Gap • Poor expression of English language
70	Market Inspector	• Very low exposure to computers and job related software application
71	Dealing Clerk	• Haphazardly kept records • Projection of poor self image

ANNEXURE – IV: ANALYSIS OF THE COMPETENCY GAPS OF THE EMPLOYEES OF THE ULBS

Department: PWD				
Sr	**Designation**	**Competency Gaps (KSA Model)**		
		Knowledge	**Skills**	**Attitude**
1	Executive Engineer	• Low level of knowledge on land development • Low level of knowledge about Project planning • Low level of knowledge of process of monitoring, review and Quality control procedure • Difficulty faced in planning traffic and transportation	• Very low exposure to computers and job related computer software	• Personal inefectiveness
2	Assistant Engineer	• Not exposed to the latest techniques of construction engineering • No exposure to structural engineering planning techniques • Low level of exposure to urban planning, project planning and quality control	• No exposure to structural engineering software	• Personal inefectiveness
3	Sub-Engineer	• No exposure to structural engineering • Low level of understanding of urban reforms • Low level of awareness about payment related issues	• Low level of exposure to computerization software like CAD • Communication gap	• Haphazard way of maintaining records
4	Dealing Clerk I Grade		• No exposure to e – tendering	• Unable to cope up with the job stress

Department: Water Works				
Sr	**Designation**	**Competency Gaps (KSA Model)**		
		Knowledge	**Skills**	**Attitude**
5	Executive Engineer	• Lack of latest knowledge on urban reforms • Very limited exposure to good practices related to water works function in other ULBs • No exposure to efficient management of social		

		impacts		
6	Assistant Engineer	• Lack of latest knowledge on urban reforms	• Lack of knowledge about monitoring of water leakages through GIS	
7	Sub-Engineer	• Not able to close contracts expeditiously • No control on quality parameters		• Work related stress

Department: Health				
Sr	Designation	Competency Gaps (KSA Model)		
		Knowledge	Skills	Attitude
8	Health Officer	• Low level of awareness about health management issues • Low level of service delivery • Very low exposure to job related good practices • Very less exposure to waste management espe cially e - waste	• Low level of understanding of English language	
9	Chief Sanitary Inspector	• Not updated with the latest knowledge about management, segregation and disposal of solid waste		
10	Sanitary Inspector	• Low level of awareness about environment management	• Low level of understanding of English language	• Tendency to externalize issues • Cluttered mind
11	Ward Supervisor	• Not exposed to health related awareness programmes		
12	Shop License Clerk			• Poor personal image
13	Births & Deaths/ Marriage Registration Clerk	• Low level of knowledge of e- Governance process for birth & death registration	• Computer Illiteracy	

Department: Street Lighting				
Sr	Designation	Competency Gaps (KSA Model)		
		Knowledge	Skills	Attitude
14	**Executive**	• Very low level of knowledge about job		

	Engineer	related Best practices		
15	Assistant Engineer	• Lack of adeqaute knowledge of panel designing • Limited exposure to energy management		
16	Sub Engineer		• Not exposed to software required for cost estimation	
17	Electrical Supervisor	• Disregard to safety norms		• Reactive approach to maintenance function • Procrastination • Haphazard record keeping
18	Lineman	• Orthodox manner of attending to the maintenance function • Disregard to safety norms		• Procrastination • Overeacting to public grievances

Department: Fire Service				
Sr	Designation	**Competency Gaps (KSA Model)**		
		Knowledge	Skills	Attitude
19	Superintendent	• Unable to manage disasters		
20	Assistant Superintendent	• Low exposure to fire safety and disasters		
21	Head Fireman	• Low exposure to fire safety and disasters		
22	Fireman	• Low exposure to fire safety and disasters		
23	Driver	• Low exposure to fire safety and disasters		

Department: Revenue				
Sr	Designation	**Competency Gaps (KSA Model)**		
		Knowledge	Skills	Attitude
24	Revenue officer	• Very limited exposure to e - governance		
25	Divisional Officer	• Insufficient knowledge about water tax management system and financial framework		
26	Revenue		• Computer Illiteracy	

			Communication	
	Inspector		• Poor English language	
27	Assistant tax Superintendent	• Not exposed to urban development process	• Poor English language	
28	Clerk		• Computer Illiteracy	
29	Tax Collector	• Insufficient knowledge about municipal tax management system and financial framework	•	• Aggressive Bahaviour

Department: Market				
Sr	**Designation**	**Competency Gaps (KSA Model)**		
		Knowledge	**Skills**	**Attitude**
30	Market Superintendent	• Lack of knowledge/awareness about e- Governance • Low level of administrative skills • Not current with avenues of increasing revenue	• Low level of understanding of English language	
31	Market Inspector			• Ineffective while dealing with public
32	Revenue Collector	• Low level of knowledge about revenue mobilization and understanding of tax accounting system/ practices		
33	Dealing Clerk		• Computer Illiteracy	

Department: Building Permission				
Sr	**Designation**	**Competency Gaps (KSA Model)**		
		Knowledge	**Skills**	**Attitude**
34	Building Officer	• No exposure to e- Governance • Low exposure to urban planning process • Slow at obtaining mapping information	• Low exposure to computers and the job related software	
35	Sub Engineer		• No knowledge of GIS	
36	Building Clerk	• No exposure to urban planning process	• Very less exposure to computer working	

Department: Colony Cell				
Sr	Designation	Competency Gaps (KSA Model)		
		Knowledge	Skills	Attitude
37	Executive Engineer	• Low level of exposure to modern project management techniques	• Low exposure to computers and the job related software	
38	Assistant Engineer	• Very low exposure to urban planning process	• Low exposure to computers and job related software	
39	Sub Engineer		• No exposure to computer aided software for project planning	
40	Assistant Superintendent	• Records maintained manually resulting into delay in capturing data	• Low exposure to computer working	• Ineffective while dealing with public
41	Clerk Grade III			• Personal inefectiveness

Department: Accounts & Finance				
Sr	Designation	Competency Gaps (KSA Model)		
		Knowledge	Skills	Attitude
42	Chief/ Accounts Officer	• Low level of knowledge about financial planning • No exposure to asset/laibility management • Low level of exposure to urban reforms • Orthodox system of maintaining MIS	• Low level of exposure to advanced accounting software	
43	Accountant	• Low knowledge of urban reforms • Most of the work done manually • Very low exposure to rules ragarding tax collection & expnditure management	• Low level of understanding of English language • Low level of knowledge about double entry system	
44	Superintendent / Head Clerk	• Low level of understanding of finance and financial management reforms	• Lack of knowledge about double entry system • Poor English Writing Skills	
45	Clerks (Budget	• Manual banking	• Low level of computer	

| | Clerk, Cheque Writer) | • Traditional manner of book keeping | knowledge | |

Department: Computers				
Sr	Designation	Competency Gaps (KSA Model)		
		Knowledge	Skills	Attitude
46	Officer In Charge	• Low level of knowledge about e – tendering • No exposure to payroll system	• Low exposure to advanced computer software • Wavery in decision making	
47	Clerk	• No knowledge of IT software applicable to the urban bodies	• Low exposure to computer hardware	• Procrastination

Department: Encroachment				
Sr	Designation	Competency Gaps (KSA Model)		
		Knowledge	Skills	Attitude
48	Encroachment Superintendent	• No exposure to system to track encroachments	• Unable to handle public pressure	• Lacks citizen service mindset
49	Encroachment Inspector	• Low level of urban laws knowledge		• Very aggressive behaviour • Ad hoc approach to handling job responsibilities

Department: Administration & Establishment				
Sr	Designation	Competency Gaps (KSA Model)		
		Knowledge	Skills	Attitude
50	Office Superintendent	• Low knowledge of rules and regulations, schemes pertaining to urban development • Poor office record keeping	• Low on cooperation and coordination especially on payment issues • Low exposure to information technology	• Low personal effectiveness • Work related stress
51	Head Clerk	• Low level of understanding of role of administrative function including implementation of rules & regulations	• Poor English Writing Skills • Low exposure to information technology • Low level of interpersonal relationship	• Poor housekeeping
52	Departmental Clerk	• Low level of knowledge and understanding of administrattive rules	• No exposure to information technology	• Haphazard manner of preserving service records

Department: Horticulture & Gardens				
Sr	**Designation**	**Competency Gaps (KSA Model)**		
		Knowledge	**Skills**	**Attitude**
53	Garden Superintendent	• No exposure to modern landscaping and horticulture	• Very low level of exposure to computer working	
54	Gardener	• No exposure to drip irrigation system • No functional knowledge of insecticides & herbicides		

Department: Government Schemes (Development)				
Sr	**Designation**	**Competency Gaps (KSA Model)**		
		Knowledge	**Skills**	**Attitude**
55	Head Of The Department	• Not thorough with management methods & techniques • Lacks long term vision	• Low level of exposure to computerization • Indecisive while taking decisions	
56	Nodal Officer	• Low exposure to urban planning process including JnNRUM & RAY directives like rehabilitation of slums • Lack of exposure to monitoring projects and e – Governance	• Low level of interpersonal skills	• Lacks citizen service mindset
57	Community Development Officer	• Low level of understanding of urban poverty including poverty alleviation, urban planning process, and management required under the reforms	• Low level of exposure to computerization	
58	Clerk Grade II	• Low exposure to office management	• Low level of understanding of English language • Low level of exposure to computerization	
59	Clerk Grade III		• Computer Illiteracy • Low level of understanding of English language	• Lacks citizen service mindset

Department: Law				
Sr	Designation	Competency Gaps (KSA Model)		
		Knowledge	Skills	Attitude
60	Chief Law Officer	• Lack of proper knowledge about Aadhar related direct payment system	• Low level of PR • Difficulty communicating in English	

Department: Lease				
Sr	Designation	Competency Gaps (KSA Model)		
		Knowledge	Skills	Attitude
61	Estate Officer	• No exposure to modern estate management • No up dation on the legal aspects of estate management	• Hardly any exposure to computer working	
62	Sub-Engineer	• No updation on the legal aspects of estate management	• Very low exposure to computer skills including AUTOCAD for preparing engineering drawings and designs • No knowledge about GIS	
63	Assistant Draftsman		• Very low exposure to computer skills including AUTOCAD for preparing engineering drawings and designs • No knowledge about GIS • Low level of English writing skills	
64	Tracer	• Dependence on manual process	• Very low exposure to computer skills • No knowledge about GIS	

Department: Public Relations Office				
Sr	Designation	Competency Gaps (KSA Model)		
		Knowledge	Skills	Attitude
65	Public Relation Officer	• Low level of exposure to financing framework and service delivery to the urban poor required	• Lack of exposure to use of web for service delivery • Deficiency in reasoning	• Lack of brevity

		under the reforms	ability	

Department: Record Room				
Sr	**Designation**	**Competency Gaps (KSA Model)**		
		Knowledge	**Skills**	**Attitude**
66	Record In-charge	• Poor housekeeping • Duplication of records • Orthodox system of record tracking	• No exposure to computerization and software programming for record keeping • Low level of English writing skills	
67	Record Clerk		• Low exposure to computer working • Low level of English writing skills	• Haphazard manner of record keeping

Department: Advertisement				
Sr	**Designation**	**Competency Gaps (KSA Model)**		
		Knowledge	**Skills**	**Attitude**
68	Executive Engineer	• Not exposed to e – tendering • Absence of sytematic updation of knowledge especially on legal compliances	• Not exposed to the established process of negotiating a contract • Low level of exposure to computer working • Indecisiveness while taking decisions	
69	Sub Engineer		• Not exposed to computer working including AUTOCAD and GIS • Communication Gap • Poor expression of English language	
70	Market Inspector	• Low level of knowledge on municipal laws	• Very low exposure to computers and job related software application	• Lacks eye for detail • Not very assertive
71	Dealing Clerk	• Haphazardly kept records	• Computer Illiteracy	• Poor self image

ANNEXURE – V: CONDUCT OF THE WORKHOP

The consultants, as per the TOR, organized a consultative workshop on 22nd Januray 2014 at the Magnolia, India Habitat Centre, New Delhi, where the appointed officials and the elected representatives of the Urban Local Bodies (ULBs) from across the country; senior officials of the Ministry of Urban Developmet (MoUD); urban development experts from the institutions; officials from the World Bank; and representatives from the NGOs, were invited to share their opinion and ratify the training needs of the elected representatives, the appointed officials and the staff of the ULBs and the strategic training plan prepared and presented by the HR expert Mr. Romesh Raina from JPS Associates. The programme schedule of the workshop was prepared in advance in consultation with the senior officials of the MoUD. Copy of the workshop schedule and the list of partcipants in the workshop are attached to this annexure.

Proceedings at the Workshop

The workshop was declared open by lighting of the symbolic lamp by Mr. Anand Mohan, Director, MoUD, Mr. Nabaroon Bhattacharjee, Team Leader, Capacity Building for Urban Development Project, MoUD & Ministry of Housing & Urban Poverty Alleviation, Dr. Gangadhar Jha, Governance & Change Management Specialist, Capacity Building for Urban Development Project, MoUD & Ministry of Housing & Urban Poverty Alleviation, and Mr. Mehta from the World Bank.

While welcoming the delegates Mr. Divakar Dhaveji, Executive Director, JPS Associates, gave a backdrop about the assignment and impressed upon the delegates to give useful comments and suggestions on the presentation on the training needs assessment and the strategic plan to be shared by the HR expert from JPS Associates, Mr. Romesh Raina and help make the workshop participative and useful. He assured them that all their comments and suggestions would be incorporated in the final report to be presented to the MoUD.

Figure 1: Lighting of the symbolic lamp by
Mr. Anand Mohan, Director, MOUD

Figure 2: Welcome speech by Mr. Divakar Dhaveji,
Executive Director and Project Manager, JPS

In his keynote address, Mr. Anand Mohan, Director, MoUD, explained the importance of capacity building in the urban sector and listed the steps taken so far by the MoUD in that direction. He emphasized the need for multi – dimensional approach for capacity development and stressed upon the need for assessing the training needs of the elected representatives, appointed officials and the staff of ULBs so that the next phase of conducting the need based training could be taken up by the ministry at the earliest. He further emphasized upon the role of group dynamics during training sessions. Indirectly, he pointed out that for the design of any training programme, group dynamics should be part of the curriculum, and suggested that during the training sessions there should be less of theory and more of practicals in order to make the training useful and effective.

Mr. Nabaroon Bhattacharjee, Team Leader, Capacity Building for Urban Development Project, MoUD &

Ministry of Housing & Urban Poverty Alleviation in his address to the participants said
that, based on his experience in capacity building, he regretted that any paradigm shift does not immediately work in India and, therefore, emphasized the need for change in attitude of the stakeholders toward capacity building and suggested to them not to take the capacity building programme promoted by the MoUD lightly. He further advised them to ratify the training needs assessed by the consultants and/or give constructive suggestions during the workshop on the missing links, if any, in the strategic training plan so that the it could be made more effective and easily implementable.

Mr. Mehta from the World Bank, addressed the delegates and while appreciating the initiative undertaken by the MoUD for getting the training needs of the elected representatives, the senior officers and the staff of the ULBs assessed by indpendent consultants, JPS Associates, New Delhi, he voiced his concern about the cotinum of the capacity building for the elected representatives in view of their short stint in the ULBs. He stressed that since the continuity of the once elected representatives of the ULB cannot be assured in view of the election process involved every time the tenure of the elected representatives gets over, the cost of training the newly elected representatives to the ULBs every time, will become very high and the training given to the earlier representatives will go with them once their tenure gets over. Hence, he suggested caution regarding training of the elected representatives.

Mr. Romesh Raina, HR Consultant, JPS Associates, New Delhi, made a presentation on the training needs assessed by him for the elected representatives, appointed officials and the staff of the ULBs and shared the recommended strategic training plan with the delegates and requested them to deliberate upon the findings in order to ratify the training needs and the strategic plan. Copy of Mr. Raina's presentation forms part of this annexure.

Figure3 :Mr. Romesh Raina, HR Consultant, JPS Associates, making presentation on the assessed training needs for ULBs

Figure 4 : Participants at the National Level Workshop

The deliberations of the delegates captured by the consultants at the workshop are reproduced as follows:

From the Senior Officials of the ULBs

__Comments from the Commissioner__

1. The Commissioner, Gangtok Municipal Corporation (GMC)

   - The commissioner of the Gangtok Municipal Corporation Mr. Anil Raj Rai validated the training needs, especially the soft skills, for the elected representatives as assessed by the consultants. However, he voiced his concern that if the training implementation process was not put in place properly, the effort of giving training to the elected representatives and the appointed officials may go waste.

   - The Commissioner further pointed out that the training needs have been assessed for the

officers already in position in the ULBs, however, he pointed out that GMC being a very young ULB to whom all the municipal functions have not been transferred as on date and, therefore, his concern was as to who would train such functionaries handling municipal functions outside of GMC?

- Another concern of the Commissioner of GMC was that the level of eduction of the appointed officials and the staff being very low, therefore, in the absence of raising the level of education simultaneously, it may not turn out to be very useful and effective excersie to impart training to such stakeholders.

- The commissioner pointed out that the duration of study visits was not mentioned in the recommendatory visits and he was assured by Mr. Divakar, the Executive Director, JPS Associates that the observation was well taken and will be incorporated in the final report.

Suggestions from the Commissioner

The Commissioner, GMC, gave the following suggestions for implementation of training

- Since the level of education of the elected members is low and, itraining should be conducted locally and in the local language in order for the training to be effective.

- In view of the Municipal Corporation/ Council having elected female members also, gender sesitivity training should be included in the training programme.

- Rather than making the training selective all the officials and the staff should go through the recommended training programmes so that everyone in the ULB was on the same page. This may help in effective coordination and proper implementation of the urban reforms.

- As the cost of implementation of training will be high by outsourcing the training implementation process, some trainers within the ULBs may be identified through train the trainers (TTT) programme in order to reduce the cost of training.

Suggestions and Comments from other Municipal Officials

- Mr. Shashi Hastak, Nodal Officer, Nagpur Municipal Corporation (NMC) felt that, in order to make the strategic training plan successful, policy level reforms are required to complement the strategic training plan, like fixing the minimum tenure of the municipal commissioner in the ULB so that the skills developed in the ULB are not lost to the ULB because of abrupt transfer of the senior officials like the commissioner.
- Mr. Hastak also brought out an important point that the senior officers who become functional experts while working in the municipal corporation over a period of time and then the same experts become regulator like in the case of PPP model, their role to discharge the role of regulator should be functionally defined before they take up that role, and suggested that strategic training plan should address that issue.

- The Executive Engineer (Project) from New Delhi Municipal Corporation (NDMC) suggested that the work manual and/ or job description for every department should be developed in each ULB for effective functioning.

From All India Institute of Local Self Government (IILSG) Mumbai

Comments

- Dr. (Prof) Sneha Palnitkar, Director, doubted as to whether the purpose of 33% reservation of women in the municipal elected body was meeting the purpose of reservation which was to involve women in the decision making process for smooth functioning of the municipal body and suggested that the training needs assessment for the elected representatives should bring that aspect into focus.

Suggestions

- Dr. (Prof) Sneha Palnitkar, Director, suggested that, in view of different ULBs having different problems, capacity building initiatives should be as per the requirements of the ULB. Consequently, training need assessment (TNA) should also vary from state to state and , within the State, from ULB to ULB.

- She also suggested that thematic studies for covering the specific aspects of TNA should be carried out in the ULBs.

- Dr. Sneha suggested that the strategic training plan as designed by the consultants   should be implemented function wise rather than implementing phase wise, as recommended. In this connection she quoted the example of Pune Municipal Corporation where the Accounts Department was identified to be given functional training before giving training to other departments in order to evaluate its effectiveness, and it turned out to be a successful experiment.

- Further she suggested that, in line with the question asked by the Commissioner, GMC, some important points, as follows, require to be carried out for the elected representatives:

  - ❖ The salient features of the Municipal Corporation Act should be properly explained to the Councillors.

  - ❖ Regular meetings with the elected representatives should be held to update them about the developments in the urban sector which may help create awareness in them so that they may be in a better position to carry out their functional responsibilities as laid down in the Constitution.

From YASHADA, Pune

Suggestions

The representative from YASHADA was apprehensive whether the phasing of training was necessary as that may not help achieve the desired results unless training was complemented by other capacity building measures.

Comments

The representative from YASHADA in terms of designing the modules had the following suggestions:

- For creating knowledge base of both elected representatives and the appointed officials with the help of the training modules, the training content developer should initially be put through the induction process in any of the ULBs in order to understand the functioning of the urban local bodies properly so that he/she can develop the training modules as per the actual requirement of the ULBs.

- Training implementation plan should also be developed in order to cover larger perspective of capacity building.

From The National Institute of Urban Affairs (NIUA) Representative

The representative from NIUA Mr.   felt that training should not be looked at as an independent entity for capacity building because, he felt that the work system, processes adopted by the ULBs and the rules & regulations under which the ULBs are working, have a greater impact on the success of the training. Therefore, before implementing the recommended strategic training plan, the impediments in the work system and the processes should be looked at and attended to, if required, in order to make

the training effective. This he felt has become very important especially in view of the overall low level of educational/ technical/ professional qualifications prevailing in the ULBs.

From The Staff Support Unit for Capacity Building of SUCB, JnNURM, MoUD

Dr. P. H. Rao wanted to understand how the functional analysis was carried out by the consultants. Mr. Romesh Raina, the HR expert, explained the process of functional analysis and how it was carried out by him in order to arrive at the competency gaps in the ULBs which resulted into assessing the training needs of the elected representatives, senior officials and the staff of the ULBs correctly.

From IIHS, Bangalore

Suggestions

Mr. Sathish Selvakumar from IIHS had the following suggestions:

- Sequencing of training modules based on knowledge gap.

- The strategic training plan for the elected representatives should include a module on the citizen participation in the decision making process highlighting the role of the elected representatives to achieve that objective.

- Training modules should include a module on visioning for the ULBs. He suggested an organizational development intervention in the first 12 months at the individual ULB level to arrive at a collective vision statement for the ULB. This shared vision can lay out the developmental road map of the city and bring out the ULB' s role in making it happen. This can provide an opportunity to involve the citizens in the visioning process. Therefore, it may be important to identify a set of behaviours that will take them there.

- As the cities in India deal with a unique set of problems, it was further suggested by him that a module on Innovation & Entrepreneurship be included in the strategic training plan which should be scheduled in the 1-12 months roll out training plan.

- In order to bring systemic changes required in the ULBs, each ULB should be given freedom to recruit the best available talent for the vacant positions.

- He emphasized the need for the writing skills to be included in the Communication module.

Suggestions and Comments from GIZ

- Mr. Shailender Kumar from GIZ suggested that social and community participation should be promoted at the time of project planning.

- He further suggested that, in order to assess the impact and effectiveness of the training program, a conceptual training program should be developed.

- He also suggested that the contribution of training in the process of capacity building should be analyzed in order to evaluate its effectiveness.

From the MoUD Officials Responsible for CBUD

Suggestions and Comments

- In view of the above comments and suggestions most of which did not fall under the scope of work given to JPS Associates for the conduct of training needs assessment and preparation of the strategic training plan, Mr. Nabaroon Bhattacharjee, Team Leader, Capacity Building for

Urban Development Project, MoUD & Ministry of Housing & Urban Poverty Alleviation, pointed out to the participants that training should be looked at as one of the components of capacity building and not the only component of capacity building. Therefore, he made it clear to the participants that the Ministry of Urban Development (MoUD) was taking other measures for capacity building in the ULBs and assured the participants that most of the comments and suggestions made by the participants as explained above, like structure, incentives, tenure, recruitment, job description, formation of municipal cadre, etc; will be covered under those measures. However, he cautioned the members that capacity building is a slow process and may not bring about great changes in the working of the ULBs immediately; however, those measures, he said, will make significant contribution towards urban development. Further, he brought about an important point that capacity building in the ULBs will require a lot of funds which cannot be made available to the MoUD in one go; hence MoUD is looking at generic training as a priority for 34 ULBs which have registered for capacity building with the MoUD under component – 1 of the capacity building programme for urban development (CBUD).

- Dr. Gangadhar Jha, Governance & Change Management Specialist, Capacity Building for Urban Development Project, MoUD & Ministry of Housing & Urban Poverty Alleviation, clarified to the participants that in view of the specific terms of reference (ToR) given to JPS Associates for this assignment which was to assess only the training needs and suggest strategic training plan based on that, their role for the completion of this assignment was limited to ToR and hence, they could not have included most of the comments regarding capacity building programme as came up during discussion in the workshop.

Finally, the workshop ended with a vote of thanks by Ms. Gurpreet Kaur from JPS Associates.

Training Need Assessment (TNA) and Preparation of Strategic Training Plan under Capacity Building for Urban Development (CBUD) Project

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Training Need Assessment (TNA) and Preparation of Strategic Training Plan under Capacity Building for Urban Development (CBUD) Project

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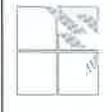
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Training Need Assessment (TNA) and Preparation of Strategic Training Plan under Capacity Building for Urban Development (CBUD) Project

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PRESENTATION ON CONDUCT OF TRAININING NEEDS ASSESSMENT (TNA) AND PREPARATION OF STRATEGIC TRAINING PLAN FOR ULBS UNDER CBUD PROGRAMME

The India Habitat Centre,
Lodi Road, New Delhi 110 003
on
January 22, 2014
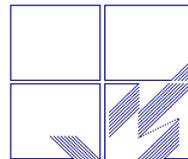
JPS ASSOCIATES (P) LTD
NEW DELHI

STRUCTURE OF THE PRESENTATION

- Objectives
- Approach, Strategy & Methodology
- SWOT Analysis
- Functional Analysis
- Competency Gaps
- Training Needs
- Phase-wise Strategic Training Plan
- Good Practices

OBJECTIVES OF THE STUDY

The objective of the present assignment was to design and deliver a demand based training program for elected representatives of ULBs and its officials and staff from the 30 ULBs that are participating in Component – I of the CBUD Project.

SPECIFIC OBJECTIVES OF THE STUDY

Specific objectives of the assignment are as follows:

Conduct formal Training Needs Assessment (TNA) for making the learning events relevant to actual training needs of the ULB officials, both elected & appointed, and use the findings of the TNA for the preparation of a Strategic Training Plan; and Prepare Strategic Training Plan containing subject area of training, training modules & target groups for each training in the following areas:

- **Financial & FM Reform**
- **Framework for Urban Planning**
- **Service Delivery**
- **Framework for Governance**

APPROACH AND METHODOLOGY

Study of the Urban Development Sector

Understanding Functions of the ULBs

STRATEGY TO THE STUDY

- **Stakeholder-driven**

- **Process Driven**

- **Demand Driven**

- **Flexible**

- **Holistic Participation and Building Consensus**

   Meeting Important elected Representatives and appointed officers and staff from selected ULBs

METHODOLOGY OF TRAINING NEEDS ASSESSMENT

- Designation
- Job category
- Responsibilities and Performance
- Academic and / or professional qualifications
- Skills and competencies required as per the
- prescribed norms
- Changes in the job content over the years
- Achievements with existing skills
- Strengths and weaknesses of each category of staff
- Future demands for the job position because of changes that may occur over the years

SWOT ANALYSIS OF ULBS

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
1. Substantial tangible assets in some ULBs 2. A few committed employees 3. Systems in place in a few ULBs 4. Good practices established in a few ULBs 5. Outsourcing of a few functions which has helped the ULBs 6. Approachability to some senior officers for guidance in a few young ULBs 7. A few ULBs having young, educated and motivated	1. Very low skills & knowledge 2. Low revenues 3. Lack of leadership 4. Reliance on grants & aids 5. Lack of planning 6. Lackadaisical attitude 7. Ill defined roles 8. Controls lacking 9. Generally, the councillors lack exposure to the municipal functions 10. The municipal cadre has yet to be established 11. No focus on HR planning 12. Under utilization of human resource	1. Capacity building for better service delivery 2. Getting closer to public 3. Exploring partnership models 4. Building systems through IT 5. Ease of operations 6. Self Reliance 7. Become efficient organization by adopting e Governance; financial planning, urban planning, and improving service delivery	1. Rapid urbanization 2. Denial of grants and aids 3. Public awareness of their rights 4. No replenishment of human talent 5. Lack of competencies 6. Magnitude of scale 7. Instability because of abrupt transfer of senior executives 8. Constant political Interference 9. New initiatives may die

SWOT ANALYSIS OF ULBS (CONTD.)

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
8. In a few ULBs the extent of service area is less which helps the ULBs in better service delivery 9. Family like work culture in some ULBs 10. A few councilors have the vision and dynamism for development 11. A few ULBs have open & corporate like culture 12. Some employees are open to learning 13. Huge collective municipal experience 14. Financial self reliance in a few ULBs 15. Efficiency of some senior officers like commissioners & the deputy commissioners	13. Systems not in place 14. Monitoring & evaluation process absent 15. Ownership missing 16. Low level of technology 17. Conflict of interest between officers and councilors 18. Round pegs in square hole 19. Ad hocism 20. No investment in capacity building 21. Nepotism 22. Very low investment in modern tools and equipment 23. Second tier of management generally missing everywhere	8. More PPP models and/or raising funds through CSR route permanently 9. Raise revenue base by negotiating with the Govt.	10. Paralysis of system 11. Public wrath 12. The concept of third tier of government may die

FUNCTIONAL ANALYSIS

Functional analysis of 71 important jobs was carried out encompassing all the important departments and designations with a view to review the competencies and find out the competency gaps keeping into consideration the functional responsibilities in the following format:

- Knowledge
- Skills
- Attitude

COMPETENCY GAPS IN THE ELECTED REPRESENTATIVES OF THE ULBS

Knowledge Gaps

1. Low level of educational background
2. Low level of understanding of role & responsibilities
3. Lack of awareness about urban sector requirements through planning and management
4. Insensitive to the principles of finance

Skill Gaps

1. Very slow disposal of cases
2. Chaos at the Council meetings
3. Low level of rapport with the govt. agencies/ departments
4. Lack of prioritization
5. Infighting

Attitude Gaps

1. Not attending the council office regularly
2. Reactive approach to public issues
3. I don't care attitude
4. Diffidence

COMPETENCY GAPS IN THE EMPLOYEES OF THE ULBS

Knowledge Gaps

- Lack of role clarity and/or overlap
- Traditional and long tendering process
- Orthodox way of accounting assets/ liabilities
- Lack of conceptual knowledge of financial management system
- Quality systems missing
- Low level of understanding and knowledge of managing modern water
- System
- Poor planning & execution of job related responsibilities
- Overall, poor technical/functional knowledge
- Poor service delivery
- Skill Gaps
- Low work output
- Poor communication
- Poor coordination
- Lack of focus
- Attitude Gaps
- Insensitivity to others' feelings
- Procrastination
- Lack of initiative & ownership
- Low accountability
- Seniors ignoring subordinates and/or their suggestions

STRATEGIC TRAINING PLAN

Desired Outcomes from the Training

- Modern, transparent budgeting, accounting, financial management systems, designed and adopted for all urban services and governance functions;

- City/ town-wide planning/ governance framework to become operational;

- Inclusive equitable access to basic civic service level;

- Reforming major revenue instruments for financial self - sustainability and decentralized ULB governance;

- Transparent and accountable service delivery; and

- E-Governance applications in core ULB functions including elected representatives for efficient urban management

STRATEGIC TRAINING PLAN (CONTD.)

Basic training inputs needed to improve the following operations

- Office Procedure and Financial Administration
- Basic of Computer
- Law & Revenue
- Socio Economic Development
- Urban Planning
- Social Audit
- Professional management of personnel
- Creating an attractive investment environment in ULBs

TRAINING REQUIREMENTS OF OFFICERS AND STAFF OF THE ULBS

For Functional Knowledge	Training Programmes Recommended to Narrow the Knowledge Gaps for the Employees
1. Urban Planning	City development strategies and City Development Plans Development Control Mechanism and Master Plan Land management
2. Infrastructure Development	Construction of roads, drains, bridges & buildings Urban Sewerage Disposal Schemes Civil Engineering Technology Traffic Management
3. Environmental Engineering & Management	Solid Waste Management e - waste management Energy Management
4. e - Governance	Property Tax Administration Birth and death registration Citizen's grievance monitoring
5. Project Management	Surveying, mapping and executing project from beginning to completion Preparation of DPR Procurement Planning & Execution Project planning & control

TRAINING REQUIREMENTS OF OFFICERS AND STAFF OF THE ULBS

For Functional Knowledge	Training Programmes Recommended to Narrow the Knowledge Gaps for the Employees
6. Contract Management	e -tendering PPP management contracts & concession agreements
7. Municipal Engineering & Management	Waste water management Operation & Maintenance of urban Water Supply Schemes
8. Urban Management	Knowledge about municipal laws Knowledge of Functional Roles & Responsibilities Knowledge about rules, regulations & procedure applicable to municipal functioning Public Relations Lobbying
9. Municipal Resource Mobilization	Revenue Mobilization
10. Legal	Agreement drafting skills Legal compliance including RTI

TRAINING REQUIREMENTS OF OFFICERS AND STAFF OF THE ULBS

For Functional Knowledge	Training Programmes Recommended to Narrow the Knowledge Gaps for the Employees
11. Financial Planning & Management	Expenditure management Asset/Liability Management Preparation of Budgets Preparation of MIS
12. Safety	Disaster Management Fire Safety
14. Office Management	Office Procedure Preparation & maintenance of service record Record Keeping Housekeeping
15. Personnel Management	Resource Management
16. Estate Management	
17. English Language	

TRAINING REQUIREMENTS OF OFFICERS AND STAFF OF THE ULBS

For Skills Development	Training Programmes Recommended to Improve the Skills
1. Computer Technology	Basic skills including exposure to multimedia DBMS AUTO CAD GIS
2. Soft Skills	Decision Making Communication skills Leadership skills Team Building Institutional Building
For Attitudinal Change	Training Programmes Recommended to Change the Attitudes
1. Behavioural Training	Intra personal skills Inter personal skills Personality Development
2. Cultural Change	Cultural Sensitivity
3. Personal Effectiveness	Goal Setting Change Management Stress Management

TRAINING REQUIREMENTS OF THE ELECTED REPRESENTATIVES OF ULBs

For Functional Knowledge	Training Programmes Recommended to Narrow the Knowledge Gaps of the Elected Representatives
1. Awareness Programmes	Government programmes for the urban development Role & responsibilities for understanding and supporting vision of the municipal body
2. Financial Planning & Management	Expenditure Management Revenue Mobilization Cost of capital
3. Environmental Engineering & Management	Solid Waste Management e - waste management Energy Management
4. Municipal Engineering & Management	Waste water management Traffic Management Civil Engineering Technology
5. e - Governance	
6. Health & Hygiene	Health orientation programme for the councillor responsible for the Health Department
7. Urban Planning	

TRAINING REQUIREMENTS OF THE ELECTED REPRESENTATIVES OF ULBS

For Skills Development	Training Programmes Recommended to Improve the Skills
1. Computer Technology	Basic skills including exposure to multimedia
2. Soft Skills	Decision Making Communication skills Leadership skills
For Attitudinal Change	Training Programmes Recommended to Change the Attitudes
1. Behavioural Training	Intra personal skills Inter personal skills Personality Development
2. Personal Effectiveness	Goal Setting Chairing a Meeting Time Management PR & Lobbying

PRIORITIZING TRAINING

Three Phases of Training

- Training which cannot wait should be completed in the next 12 months - **Priority I**

- Training that can wait for some time, to be completed in the next 12 – 24 months - **Priority II**

- The remaining training to be completed in the following 25 – 36 months - **Priority III**

Training Modules Recommended for the Elected Representatives of ULBs: Priority I (1 – 12 Months)

Name of the Training Course	Training Modules	Target Group Level – I	Training Duration
Urban Management – Module VIII	1. Sub-Module-I: Department functions, rules, procedures, and responsibilities 2. Sub-Module-II: Urban management issues and provision of civic amenities	Chairperson Mayor Dy. Mayor President Vice-President Chairperson of the Committees Councillor/ Member	2
Financial Planning & Management Module XI	Sub-Module-I: Accounting	Same as Above	2
Municipal Engineering & Management Module VII	1. Sub-Module- I: Water Supply 2. Sub-Module-II: Operation & Maintenance	Same as Above	2
Infrastructure Development Module II	1. Sub-Module-II: Drainage 2. Sub-Module-III: Sewerage	Same as Above	2
e - Governance – Module IV	Sub-Module-I:- Reforms in Urban Governance	Same as Above	2
Municipal Revenue Mobilization Module IX	1. Sub-Module-I: Revenue Improvement 2. Sub-Module-II: PPP	Same as Above	2

TRAINING MODULES RECOMMENDED FOR THE ELECTED REPRESENTATIVES OF ULBS: PRIORITY I (1 – 12 MONTHS)

Name of the Training Course	Training Modules	Target Group Level – I	Training Duration
Environmental Engineering & Management – Module III	1. Sub-Module-I: Solid Waste Management 2. Sub-Module-II:– Energy Efficiency	Chairperson Mayor Dy. Mayor President Vice-President Chairperson of the Committees Councillor/ Member	2
Orientation Programme	Introduction to municipal functioning; role & responsibilities of the elected members. (This programme will be culled out from the above modules)	All Elected Representatives	3
Computer Skills -Module I	Sub-Module – I Basic Computer Applications	All Elected Representatives	3

TRAINING MODULES RECOMMENDED FOR THE ELECTED REPRESENTATIVES OF ULBS:
PRIORITY II (13 – 24 MONTHS)

Name of the Training Course	Training Modules	Target Group Level - I	Training Duration
Soft Skills - Module II	1. Sub-Module – I Decision Making 2. Sub-Module – V Time Management 3. Sub-Module – VI Conducting a Meeting	Chairperson Mayor Dy. Mayor President/Vice-President Chairperson of the Committees/ Member	1
	2. Sub-Module – II Leadership	Same as Above	2
Behavioural Training - Module I	Sub-Module – II Goal Setting	Same as Above	1

TRAINING MODULES RECOMMENDED FOR THE ELECTED REPRESENTATIVES OF ULBS:
PRIORITY III (25 – 36 MONTHS)

Name of the Training Course	Training Modules	Target Group Level – I	Training Duration
Soft Skills - Module II	Sub-Module – III Communication	Chairperson Mayor Dy. Mayor President/Vice-President Chairperson of the Committees/ Member	3
Behavioural Training - Module I	Sub-Module – I Personality Development	Same as Above	4
English Language – Module XVI	Sub-Module – I Basics	Same as Above	3

TRAINING MODULES RECOMMENDED FOR THE SENIOR OFFICERS OF ULBS: PRIORITY I (1 – 12 MONTHS)

Name of the Training Course	Training Modules	Target Group Level – II	Training Duration
Financial Planning & Management - Module XI	Sub-Module-I: Accounting	Commissioners, Chief Officers, Superintending Engineers, Executive Engineers	2
Municipal Engineering & Management - Module VII	1. Sub-Module- I: Water Supply 2. Sub-Module-II: Operation & Maintenance	Same as Above	2
e - Governance - Module IV	Sub-Module-I:- Reforms in Urban Governance	Same as Above	2
Municipal Revenue Mobilization - Module IX	1. Sub-Module-I: Revenue Improvement 2. Sub-Module-II: PPP	Same as Above	2
Environmental Engineering & Management - Module III	1. Sub-Module-I: Solid Waste Management 2. Sub-Module-II:— Energy Efficiency	Same as Above	2
Infrastructure Development - Module II	1. Sub-Module-II: Drainage 2. Sub-Module-III: Sewerage	Same as Above	2
Personnel Management — Module XV	Sub-Module-I: Introduction to Personnel Management	Same as Above	2
Computer Skills - Module I	Sub-Module — II Advanced Computer Applications	Same as Above	3

TRAINING MODULES RECOMMENDED FOR THE SENIOR OFFICERS OF ULBS: PRIORITY II (13 – 24 MONTHS)

Name of the Training Course	Training Modules	Target Group Level – II	Training Duration
Soft Skills - Module II	1. Sub-Module – I Decision Making 2. Sub-Module – IV Strategic Management 3. Sub-Module – V Time Management	Commissioners, Chief Officers, Superintending Engineers, Executive Engineers	1
	2. Sub-Module – II Leadership	Same as Above	2
Behavioural Training - Module I	Sub-Module – II Goal Setting	Same as Above	1

TRAINING MODULES RECOMMENDED FOR THE SENIOR OFFICERS OF ULBS: PRIORITY III (25 – 36 MONTHS)

Name of the Training Course	Training Modules	Target Group Level - II	Training Duration
Soft Skills - Module II	Sub-Module – III Communication	Commissioners, Chief Officers, Superintending Engineers, Executive Engineers	2
Behavioural Training - Module I	Sub-Module – I Personality Development	Same as Above	2
	Sub-Module – III Stress Management	Same as Above	1

TRAINING MODULES RECOMMENDED FOR THE LEVEL III OFFICERS OF ULBS: PRIORITY I (1 – 12 MONTHS)

Name of the Training Course	Training Modules	Target Group Level - III	Training Duration
Urban Planning - Module I	1. Sub-Module-I: Concept of Urban Planning 2. Sub-Module-II: Development Control / Bye laws 3. Sub-Module-III: Urban Land use and Land Management	AEs JEs	3
Infrastructure Development - Module II	1. Sub-Module-I: Basic Design 2. Sub-Module-II: Drainage 3. Sub-Module-III: Sewerage	AEs JEs	3
Project Management – Module V	1. Sub-Module-I:- Project Planning, Monitoring & Control 2. Sub-Module-II: Procurement	AEs JEs	2
Contract Management – Module VI	Sub-Module-I:- e – tendering, Outsourcing, Negotiations	AEs JEs	2
e - Governance - Module IV	Sub-Module-I:- Reforms in Urban Governance	A.Es J.Es Nodal Officer; All dealing officers from the other departments	2

Training Modules Recommended for the Level III Officers of ULBs:
Priority I (1 – 12 Months)

Name of the Training Course	Training Modules	Target Group Level - III	Training Duration
Safety – Module XII	Sub-Module-I: Disaster management	AEEs, Health Officers , Environmental Engineers, AEs, JEs, Senior Health Inspectors, Revenue Officers and Community officer	1
Municipal Engineering & Management - Module VII	1. Sub-Module- I: Water Supply 2. Sub-Module-II: Operation & Maintenance	AEs JEs Nodal Officer; All dealing officers from the other departments	2
Environmental Engineering & Management - Module III	1. Sub-Module-I: Solid Waste Management 2. Sub-Module-II:– Energy Efficiency	AEs JEs Health Officers Health Inspector	2
Municipal Revenue Mobilization - Module IX	1. Sub-Module-I: Revenue Improvement 2. Sub-Module-II: PPP	Revenue Officer Market Officer	2
Legal – Module X	Sub-Module-I: Compliance	Legal Officer Special Officer Law Assistant	1

TRAINING MODULES RECOMMENDED FOR THE LEVEL III OFFICERS OF ULBS: PRIORITY I (1 – 12 MONTHS)

Name of the Training Course	Training Modules	Target Group Level – III	Training Duration
Horticulture Management – Module XII	Sub-Module-I:- Garden Management	Garden Superintendent	2
Personnel Management – Module XV	Sub-Module-I: Introduction to Personnel Management	Establishment Superintendent All dealing officers from the other departments	2
Computer Skills - Module I	1. Sub-Module – II Advanced Computer Applications 2. Sub-Module – III Advanced Designs 3. Sub-Module – IV GIS Data Base	All the Officers in this level	5

TRAINING MODULES RECOMMENDED FOR THE LEVEL III OFFICERS OF ULBS: PRIORITY II (13 – 24 MONTHS)

Name of the Training Course	Training Modules	Target Group Level - III	Training Duration
Soft Skills - Module II	Sub-Module – V Time Management	All the Officers in this level	1
Behavioural Training Module I	Sub-Module – II Goal Setting	AEEs, Health Officers , Environmental Engineers, AEs, JEs, Senior Health Inspectors, Revenue Officers and Community officer	1

TRAINING MODULES RECOMMENDED FOR THE LEVEL III OFFICERS OF ULBS: PRIORITY III (25 – 36 MONTHS)

Name of the Training Course	Training Modules	Target Group Level - III	Training Duration
English Language – Module XVI	Sub-Module – I Basics	AEEs, Health Officers , Environmental Engineers, AEs, Jes, Senior Health Inspectors, Revenue Officers and Community officer	3
Soft Skills - Module II	Sub-Module – III Communication	All the Officers in this level	2
Behavioural Training - Module I	Sub-Module – I Personality Development	Same as Above	2
	Sub-Module – III Stress Management	Same as Above	1

TRAINING MODULES RECOMMENDED FOR THE LEVEL IV STAFF OF ULBS: PRIORITY I (1 – 12 MONTHS)

Name of the Training Course	Training Modules	Target Group Level - IV	Training Duration
Financial Planning & Management - Module XI	Sub-Module-I: Accounting	Municipal Accountant Accounts Assistant Budget Clerk	2
Office Management – Module XIV	Sub-Module-I:- Role of Document Tracking in Office Management	Revenue Inspectors, Accountants, Assistants, Junior Health Inspectors, Bill Collectors, Community Organizers, Water Operators and Pourakarmikas	2
Urban Management - Module VIII	1. Sub-Module-I: Department functions, rules, procedures, and responsibilities 2. Sub-Module-II: Urban management issues and provision of civic amenities	Revenue Inspectors, Accountants, Assistants, Junior Health Inspectors, Bill Collectors, Community Organizers, Water Operators and Pourakarmikas	2
Environmental Engineering & Management - Module III	1. Sub-Module-I: Solid Waste Management 2. Sub-Module-II:— Energy Efficiency	Junior Health Inspector Community Organizer Water Operator	2

TRAINING MODULES RECOMMENDED FOR THE LEVEL IV STAFF OF ULBS: PRIORITY I (1 – 12 MONTHS)

Name of the Training Course	Training Modules	Target Group Level - IV	Training Duration
e - Governance - Module IV	Sub-Module-I:- Reforms in Urban Governance	Accountants, Junior Health Inspectors, Community Organizers, Water Operators	2
Horticulture Management – Module – XII	Sub-Module-I:- Garden Management	Gardener	1
Computer Skills - Module I	Sub-Module – I Basic Computer Applications	Revenue Inspectors, Accountants, Assistants, Junior Health Inspectors, Bill Collectors, Community Organizers, Water Operators and Pourakarmikas	3
Safety – Module XII	Sub-Module-I: Disaster management	All the employees from the Firefighting Department	1

TRAINING MODULES RECOMMENDED FOR THE LEVEL IV STAFF OF ULBS: PRIORITY II (13 – 24 MONTHS)

Name of the Training Course	Training Modules	Target Group Level - IV	Training Duration
Soft Skills - Module II	Sub-Module – V Time Management	Revenue Inspectors, Accountants, Assistants, Junior Health Inspectors, Bill Collectors, Community Organizers, Water Operators and Pourakarmikas	1
Behavioural Training - Module I	Sub-Module – II Goal Setting	Same as Above	1

TRAINING MODULES RECOMMENDED FOR THE LEVEL IV STAFF OF ULBS: PRIORITY III (25 – 36 MONTHS)

Name of the Training Course	Training Modules	Target Group Level - IV	Training Duration
English Language – Module XVI	Sub-Module – I Basics	Same as Above	5
Soft Skills - Module II	Sub-Module – III Communication	Revenue Inspectors, Accountants, Assistants, Junior Health Inspectors, Bill Collectors, Community Organizers, Water Operators and Pourakarmikas	2
Behavioural Training - Module I	Sub-Module – I Personality Development	Same as Above	2

LIST OF GOOD PRACTICES IN ULBS IN INDIA WITH RECOMMENDATION FOR STUDY VISITS

Good Practice	Name of the ULB	Recommended for Elected Representatives	Recommended for Officials
Sanitation	Bangalore Municipal Corporation	Chairperson of the Health Committee	Health Officer
Managing Street Vendors	Bhuvneshwar Municipal Corporation	Chairperson of the Market Committee	Marketing Superintendent Encroachment Superintendent
Information Technology	Indore Municipal Corporation	Mayor/ Deputy Mayor	Commissioner Dy. Commissioner Executive Officer
E- Governance	1. Jamshedpur Municipal Corporation 2. Pimpri Chinchwad Municipal Corporation	Chairman Mayor/ Deputy Mayor Councillors	Commissioner Dy. Commissioner Executive Officer IT Incharge
Solid Waste Management	1. Municipal Corporation of Delhi 2. Pimpri Chinchwad Municipal Corporation	Chairperson of the SWM Committe	Chief Sanitary Inspector
Sewerage Treatment Plant	MC Agra	Chairperson of the Environmental Committee	EE – Municipal Function

LIST OF GOOD PRACTICES IN ULBS IN INDIA WITH RECOMMENDATION FOR STUDY VISITS

Good Practice	Name of the ULB	Recommended for Elected Representatives	Recommended for Officials
Water Supply	Nagpur Municipal Corporation	Chairperson of the Water Works Committee	EE – Water Works
ERP on plastic waste	Pune Municipal Corporation	Chairman Mayor / Deputy Mayor Councillors	Commissioner Dy. Commissioner Executive Officer IT Incharge
Street Lighting	Vijayawada Municipal Corporation	Chairperson of the Street Lights Committee	EE – Street Lights

LIST OF GOOD PRACTICES INTERNATIONALLY WITH RECOMMENDATION FOR STUDY VISITS

Good Practice	Name of the ULB	Recommended for Elected Representatives	Recommended for Officials
Decentralized and Community-led Policy - Making	Khonkaen City, Thailand	Chairman Mayor/ Deputy Mayor	Commissioner Dy. Commissioner Executive Officer
Community Participation in Upgrading the old Collective Housing Areas	Vinh City, Vietnam	Chairperson of the Housing Cell	Executive Engineer PWD Community Development Officer
People-Private Public Partnership (PPPP) to Improve Local Infrastructure	Toul Sangke Sangkat/Commune, Kampuchea	Chairman Mayor/ Deputy Mayor	Commissioner Dy. Commissioner Executive Officer
E- Governance	Yogyakarta, Indonesia	Chairman Mayor/ Deputy Mayor Councillors	Commissioner Dy. Commissioner Executive Officer Nodal Officer

LIST OF GOOD PRACTICES INTERNATIONALLY WITH RECOMMENDATION FOR STUDY VISITS

Good Practice	Name of the ULB	Recommended for Elected Representatives	Recommended for Officials
Governance through Partnership Between the Municipality and the Community	Prik Municipality, Thailand	Chairperson of the Revenue/Market Committee	Revenue Officer Public Relations Officer
Participatory Urban Planning	Guimaras, Phillipines	Chairperson of the Planning Committee	Commissioner Dy. Commissioner Executive Officer
Revenues and Budget, Transparency and People's Participation	Battambang Municipality, Kampuchea	Chairperson of the Finance Committee	Chief Accounts/ Finance Officer
Constructed Wetland for Municipal Waste water Treatment	Udonthani City, Thailand	Chairperson of the Environmental Committee	Municipal Engineer
Humane Relocation and Empowerment of Street Vendors	Solo Municipality, Indonesia	Chairperson of the Encroachment Committee	Commissioner Dy. Commissioner Executive Officer Superintendent - Encroachment

THANK YOU